

GIG ECONOMY

NOVEMBER 2016



The "Gig Economy" is one of many terms that describe the current nature of the contingent or self-employed workforce. Contingent work has been traditionally defined as assignment-based, limited in nature or explicit in scope, with a fixed duration. The Gig Economy includes the wide use of technology to find "gigs" or short-term jobs in which self-employed workers respond to on-demand calls of customers. The term "gig" was adopted from the music industry where musicians would take on multiple gigs or short-term jobs.

Gig Economy / On-Demand Economy / Sharing Economy / Gift Economy / Barter Economy

In the Gig Economy, contingent workers go by many names: independent contractors, freelancers, 1099 contractors, on-call workers, on-demand workers, self-employed workers, extended proprietors, micro-preneurs, solopreneurs and more. Staffing Industry Analysts (SIA) consolidates these various types into five non-traditional work arrangements shown below. The "human cloud" refers to gig workers that are part of the sharing economy. The sharing economy relies entirely on app- or web-based platforms to share goods and services. Apps in the sharing economy include Airbnb, Zipcar, etc.

THE ECONOMY



Image concept from Staffing Industry Analysts. Designed by via!

SELF-EMPLOYED AND EXTENDED PROPRIETORS

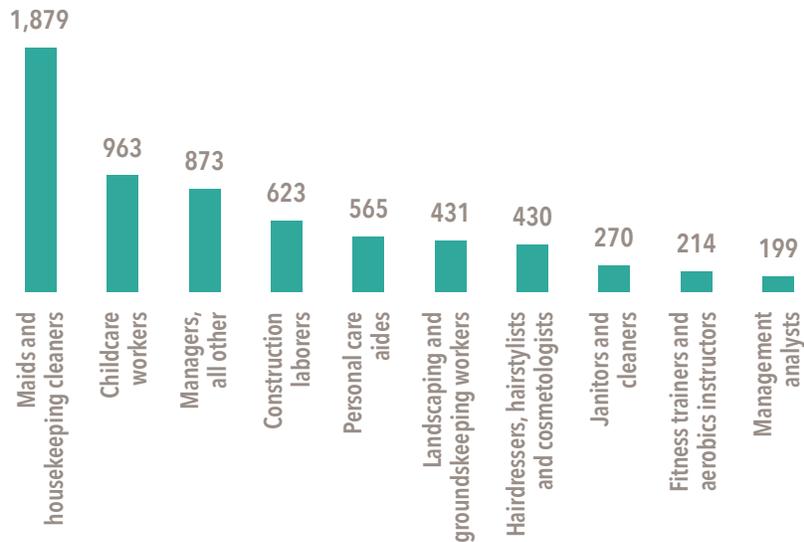
The number of self-employed workers in San Diego County increased by 6% (from 123,291 to 130,152) and the number of sole proprietors increased by 14% (from 300,683 to 343,294) between 2010 and 2015.

Self-employed data covers people who, when responding to U.S. Census surveys, consider self-employment to be a significant source of their income. Extended proprietor data, on the other hand, represents the number of persons who do not consider their reported job to be their primary source of income, but brings in miscellaneous or supplemental income.

Number of Self-Employed Workers and Extended Proprietors in San Diego

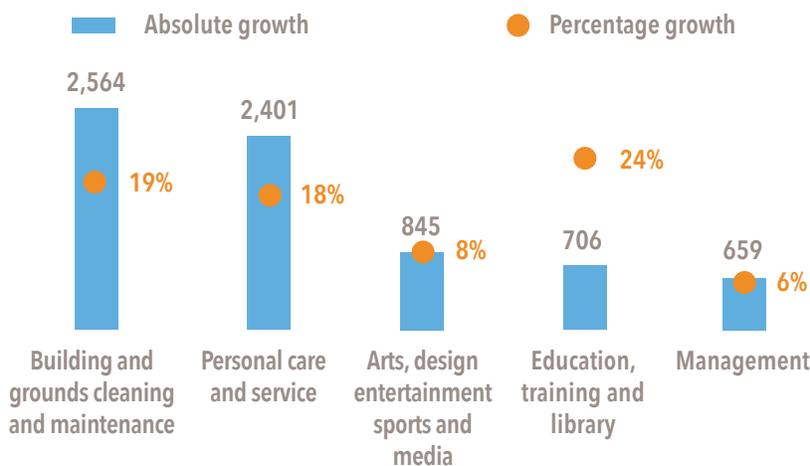


Top 10 Jobs with the Greatest Absolute Growth in Self-Employment
San Diego County, 2010-2015



The job title with the greatest self-employment growth is *maids and housekeeping cleaners*. This occupation started with 4,575 self-employed workers in 2010 and grew to 6,454 self-employed workers in 2015 — a 41% growth.

Top 5 Occupational Clusters with the Greatest Self-Employment Growth
San Diego County, 2010-2015



An occupational cluster is a grouping of various jobs. The occupational cluster with the greatest absolute growth in self-employment is *building and grounds cleaning and maintenance*, with a 19% growth or 2,564 more self-employed workers between 2010 and 2015. This cluster includes maids and housekeeping cleaners, landscaping and groundskeeping workers, janitors and cleaners.

RECOMMENDATIONS

- The workforce development system should identify which workers participate in the Gig Economy out of necessity as opposed to a desired lifestyle and help them gain jobs that earn family-sustaining wages
- Gig workers will inevitably participate in web- or app-based platforms; however, the workforce development system could train workers on how to identify good platforms and protect themselves from bad platforms that would abuse their work
- Job seekers or students interested in solely working in the Gig Economy would benefit from training in time management, financial planning and customer service, which are all valuable skills for full-time gig work
- Gig workers interested in collaborating and working with other contingent workers could work out of co-working spaces throughout San Diego County
- Career counselors or educators with job seekers or students interested in working in the Gig Economy could refer them to the app-based platforms or resources listed in the report to get started; however, as with all technologies, these app-based platforms may be outdated quickly and require gig workers to continually be aware of the newest platforms

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GIG ECONOMY OVERVIEW

What is the Gig Economy?

The “Gig Economy” is one of many terms that describe the current nature of the contingent or self-employed workforce. Contingent work has been traditionally defined as assignment-based, limited in nature or explicit in scope, with a fixed duration. The gig economy includes the wide use of technology to find “gigs” or short-term jobs in which self-employed workers respond to on-demand calls of customers.¹ Workers in the gig economy are known to use or web-based labor platforms (i.e., phone apps such as Uber, Lyft, Postmates, JustPark, Airbnb, TaskRabbit, Zirtual, Freelancer, Alfred, Amazon Mechanical Truck, Crowdfunder, Handy) to find non-traditional work arrangements.² The term “gig” was adopted from the music industry where musicians would take on multiple gigs or short-term jobs or projects.³

The Gig Economy is also known as:

- On-Demand Economy
- Sharing Economy
- Gift Economy
- Barter Economy
- Collaborative Consumption

In the gig economy, contingent workers go by many names: independent contractors, freelancers, micro-preneurs, solo-preneurs, 1099 contractors, on-call workers, on-demand workers, self-employed workers, extended proprietors, temporary workers, part-time workers and more. Staffing Industry Analysts (SIA) consolidates these varying types of contingent workers in five non-traditional work arrangements⁴ (Figure 1):

1. **Independent contractors/self-employed with no employees:** This category has the most number of contingent workers, with 3.5 million Americans who are self-employed (without employees), independent workers, freelancers or 1099 contractors.
2. **Human cloud workers:** 9.7 million workers have work entirely facilitated and completed through a web or app-based platform (e.g., Lyft, Airbnb).
3. **Temporary workers assigned through a staffing agency:** 9.5 million Americans receive temporary assignments through staffing firms.
4. **Temporary employees sourced directly (no staffing agency):** 5.5 million Americans are directly employed by companies for seasonal or short-term assignments, typically through a fixed-term contract.
5. **Statement of Work (SOW) consultants employed by consulting firm:** 2.9 million workers are salaried employees of consulting firms and conduct project-based work.

¹ “Measuring the Gig Economy: Inside the New Paradigm of Contingent Work.” Staffing Industry Analysts. May 2016.

² Kessler, Sarah. “The Gig Economy won’t last because it’s being sued to death.” Fast Company. 17 Feb 2015.

³ Sundararajan, Arun. “The ‘gig economy’ is coming. What will it mean for work?” The Guardian. Business Opinion. 25 July 2015.

⁴ “Measuring the Gig Economy: Inside the New Paradigm of Contingent Work.” Staffing Industry Analysts. May 2016.

Figure 1: Number of U.S. Workers in Alternative Work Arrangements in Millions, 2015



Human cloud workers in the gig economy are also part of the “sharing economy” where individuals are able to trade, rent or borrow the goods owned by someone else, typically through a web or app-based platform such as Airbnb, Zipcar or Ebay (Figure 2). Human cloud workers also sell services and goods through app-based platforms such as Uber, Lyft or Postmates.

Figure 2: Gig Economy and Contingent Worker Types



Image concept from Staffing Industry Analysts. Designed by Vial

For the purpose of this report, workers in both the sharing and gig economy will be collectively referred to as “gig workers.” Gig workers use either *commoditized platforms* or *commoditized marketplaces* to sell goods and services.⁵ Commoditized platforms include Uber, Lyft, TaskRabbit and Postmates and have the following traits:

- Client indifference to the individual providing services; no “brand loyalty”
- Little training or skill needed
- Short-term work
- Steady access to new clients
- Low barriers to entry
- Operates under platform’s brand
- Little or no control over rates charged
- Business exists only on platform or through nearly identical platform competitors

⁵ huffingtonpost.com/alex-moazed/2015-will-be-the-year-of-the-service-marketplace_b_6681136.html

- Better at providing supplemental income
- Builds labor force city by city and is slower to build across whole countries
- Concentrated in major metropolitan areas

Alternatively, commoditized marketplaces include eBay, Etsy and Thumbtack where gig workers can sell differentiated goods and services by creating their own brand. Marketplaces have the following traits:

- Client base built through an internet platform
- Performance-based services
- Reliant on customer reviews to build brand awareness
- Transparency of past customer experiences such as reviews on customer service, product quality, fast shipping, good communication
- Broader adoption
- Not limited to only large metropolitan areas

Whether gig workers participate in commoditized platforms or marketplaces, they can benefit from the availability, autonomy, innovation, transparency and flexibility that characterizes non-traditional work. This growing prevalence of independent work could lead to economic benefits, including, but not limited to increased labor force participation and opportunities for workers that cannot find traditional employment.⁶

EMPLOYMENT IMPACT OF THE GIG ECONOMY

Because of its diverse nature and composition, there is no clear number of how many gig workers exist in the nation. There have been several estimates over the years, however. Between 1995 and 2005, the U.S. Bureau of Labor Statistics (BLS) kept data on contingent workers, and found that approximately 30 percent of the labor force had non-traditional work arrangements or non-full-time employment in 2005.⁷ In 2009, Littler Mendelson estimated half of jobs added after the Great Recession (2007-2009) would be contingent, making up 35 percent of the U.S. workforce.⁸ In 2010, Intuit projected that 40 percent of the U.S. workforce (60 million people) would become temp workers, entrepreneurs or micro-entrepreneurs by 2020.⁹ In 2014, the Freelancers Union estimated that 53 million or 34 percent of workers made up the contingent workforce, and the estimates go on. In 2015, the U.S. Government Accountability Office (GAO) released a report indicating that 40.4 percent of the U.S. workforce was made up of contingent workers.¹⁰

More recently, Staffing Industry Analysts found that 44 million or 29 percent of all U.S. workers performed some degree of gig or contingent work in 2015. Of the 44 million, 26 million gig workers serve individuals through on-demand work while 18 million serve organizations as independent

⁶ mckinsey.com/global-themes/e/employment-and-growth/independent-work-choice-necessity-and-the-gig-economy

⁷ "Contingent and Alternative Employment Arrangements." United States Department of Labor. Bureau of Labor Statistics. 27 July 2005.

⁸ The Emerging New Workforce: 2009 Employment and Labor Law Solutions for Contract Workers, Temporaries and Flex-Workers. The Littler Report. Apr 2009. littler.com/files/press/pdf/Emerging-New-Workforce-May-2009-Employer.pdf

⁹ Intuit 2020 Report: Twenty Trends that will shape the next decade. Intuit. October 2010. http://download.intuit.com/http.intuit.com/CMO/intuit/futureofsmallbusiness/intuit_2020_report.pdf

¹⁰ Contingent Workforce: Size, Characteristics, Earnings and Benefits. U.S. Government Accountability Office. 2015 April 20. gao.gov/assets/670/669899.pdf

consultants or contractors, bringing in a total of \$792 billion in total spending on the gig economy (Figure 3).¹¹

Figure 3: Amount of Spending on Contingent Workers in 2015 by Billions



While the human cloud market has more workers than the temporary staffing market (9.7 million vs. 9.5 million), wages earned through cloud work often act as supplementary income and cloud assignments are generally shorter in duration than temporary staffing assignments.

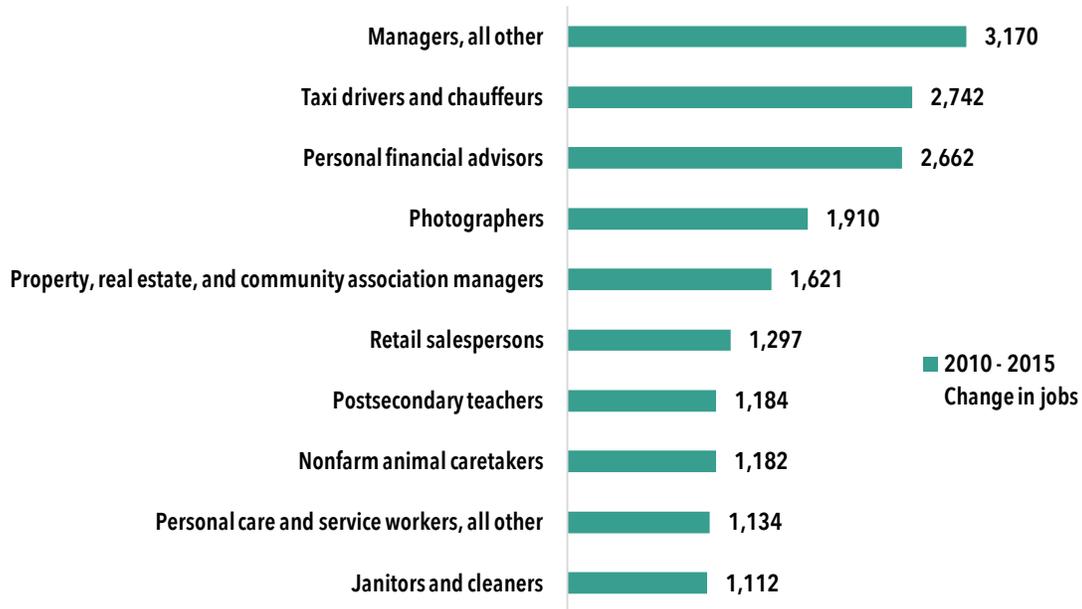
San Diego County's Self-Employed Workers and Extended Proprietors

Similar to the U.S. , there is no clearly defined number of gig workers in San Diego County. In just Uber alone, San Diego has approximately 12,000 drivers as of March 2016.¹² It can be assumed, however, that individuals who identify themselves to be self-employed or extended proprietors participate in the gig economy. Self-employed data covers people who, when responding to U.S. Census surveys, consider self-employment to be a significant source of their income. Extended proprietor data, on the other hand, represents the number of individuals who do not consider their reported job to be their primary source of income, but brings in miscellaneous or supplemental income. Between 2010 and 2015, the number of extended proprietors who worked as taxi drivers and chauffeurs grew by 2,742, which may be a result of their participation in apps such as Uber or Lyft. Figure 4 lists the other top ten occupational titles with the greatest increase of extended proprietors during this time period.

Figure 4: Top 10 Occupations with an Increase in Number of Extended Proprietors between 2010 and 2015

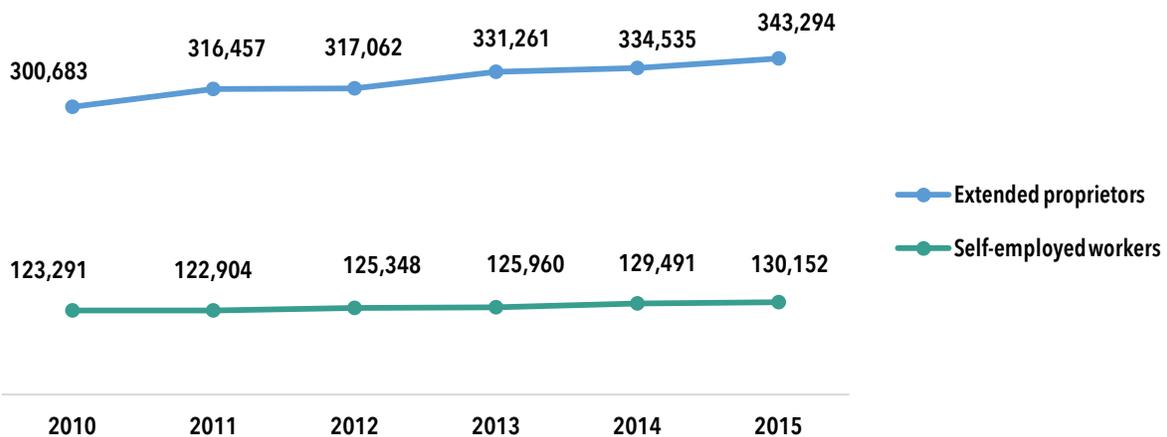
¹¹ "Measuring the Gig Economy: Inside the New Paradigm of Contingent Work." Staffing Industry Analysts. May 2016.

¹² sandiegouniontribune.com/opinion/commentary/sdut-rideshare-uber-gig-economy-2016mar15-story.html



Between 2010 and 2015, the number of self-employed workers in San Diego County increased by six percent from 123,291 to 130,152, and the number of extended proprietors increased by 14 percent from 300,683 to 343,294 (Figure 5).¹³

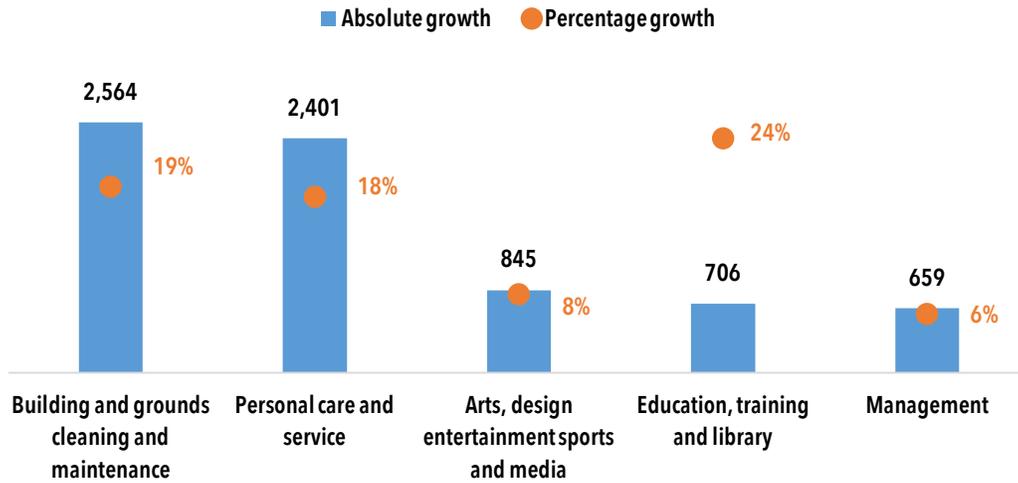
Figure 5: Number of Self-Employer Workers and Extended Proprietors in San Diego County



The occupational cluster with the greatest absolute growth in self-employment is *building and grounds cleaning and maintenance* occupations, with a 19 percent growth or 2,564 more self-employed workers between 2010 and 2015 (Figure 6). This cluster includes maids and housekeeping cleaners, landscaping and grounds keeping workers, janitors and cleaners.

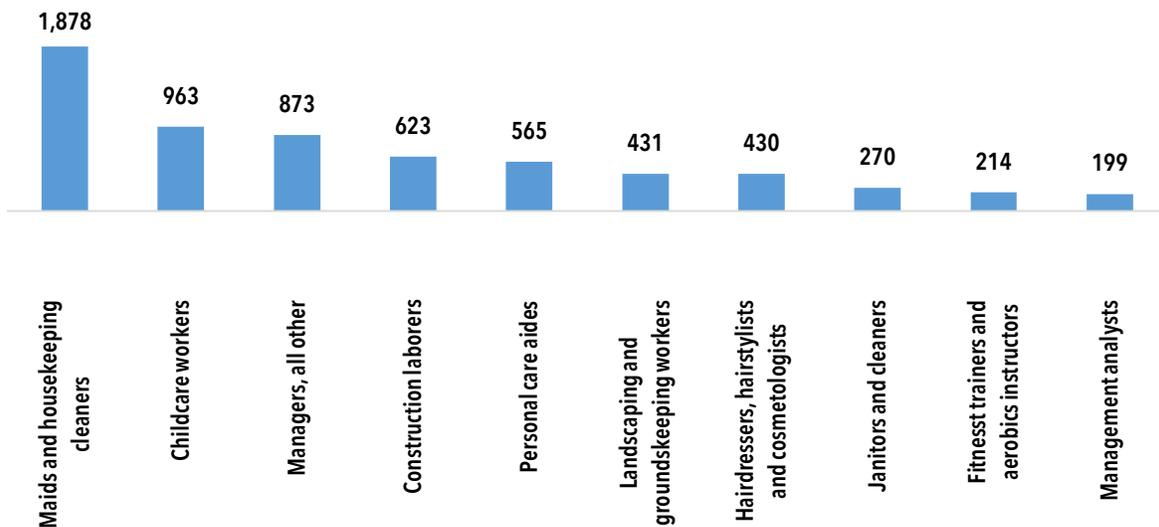
¹³ Economic Modeling Specialists, International (EMSI). Class of Worker: Self-Employed and Extended Proprietors. Nov 2016.

Figure 6: Top 5 Occupational Clusters with the Greatest Self-Employment Growth in San Diego County, 2010-2015



Not surprisingly, within the building and grounds cleaning and maintenance cluster, the job title with the greatest self-employment growth in San Diego County is maids and housekeeping cleaners, with 4,575 self-employed workers in 2010 growing to 6,454 by 2015—a 45 percent growth, adding 1,878 self-employed workers during this period (Figure 7).¹⁴

Figure 7: Top 10 Jobs with the Greatest Absolute Growth in Self-Employment in San Diego County, 2010-2015



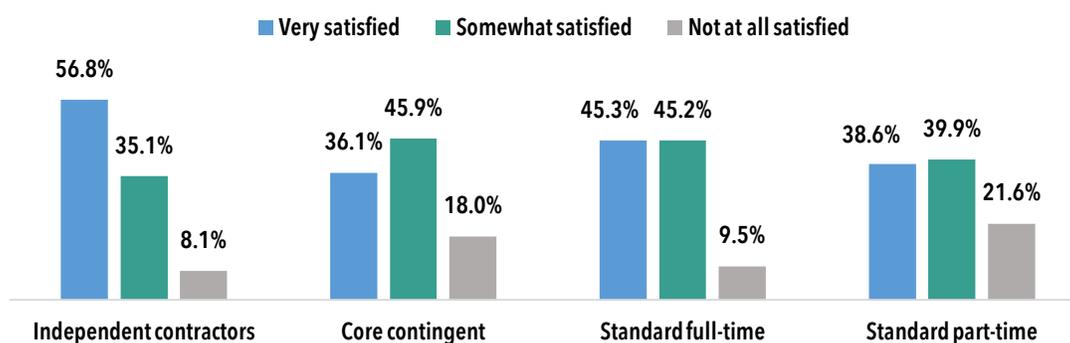
¹⁴ Economic Modeling Specialists, International (EMSI). Class of Worker: Self-Employed and Extended Proprietors. Nov 2016.

OPPORTUNITIES AND CHALLENGES IN THE GIG ECONOMY

Gig workers report both challenges and benefits in working for the gig economy. Gig workers do not qualify for legally-mandated protections and benefits that are available to their counterparts in traditional employee-employer relationships such as workers' compensation insurance coverage or minimum wage requirements. However, non-contingent workers may not enjoy the same amount of freedom, independence and flexibility as gig workers. Online platforms that provide on-demand services such as Uber, Lyft or Postmates, allow workers to determine their schedules as needed. Additionally, job seekers who need income while they transition into full-time employment can earn wages through various gigs.¹⁵

Not all gig workers experience the same level of satisfaction with their work arrangement. The U.S. GAO report released in May 2015 compared levels of satisfaction of workers in four categories: independent contractors, core contingent workers, standard full-time workers and standard part-time workers. More than half or 56.8 percent of independent contractors reported to be "very satisfied" with their current jobs compared to 45.3 percent of people who held full-time employment at a company and 36.1 percent of people who held part-time employment. Of the four categories, core contingent workers had the least percentage of people who reported to be "very satisfied" with their jobs (Figure 8).¹⁶

Figure 8: Percent of Workers Who Reported How Satisfied They Were with Their Jobs, 2010



Workers join the gig economy for various reasons, due to lifestyle choice or necessity. While in 2015 the U.S. GAO reported that independent contractors had the most satisfaction out of their work, the report also analyzed Current Population Survey (CPS)¹⁷ data and found that this labor force increasingly worked part-time due to economic reasons between 1995 and 2013 (Figure 9).¹⁸

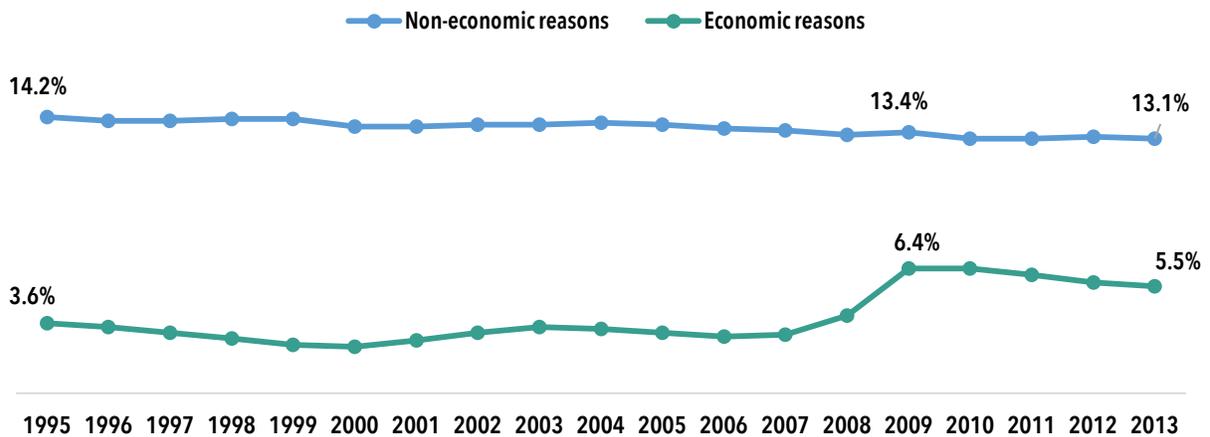
Figure 9: Labor Force Participation in Part-time Work Due to Non-economic and Economic Reasons

¹⁵ Kessler, Sarah. "The Gig Economy won't last because it's being sued to death." Fast Company. 17 Feb 2015.

¹⁶ Contingent Workforce: Size, Characteristics, Earnings and Benefits. U.S. Government Accountability Office. 2015 April 20. gao.gov/assets/670/669899.pdf

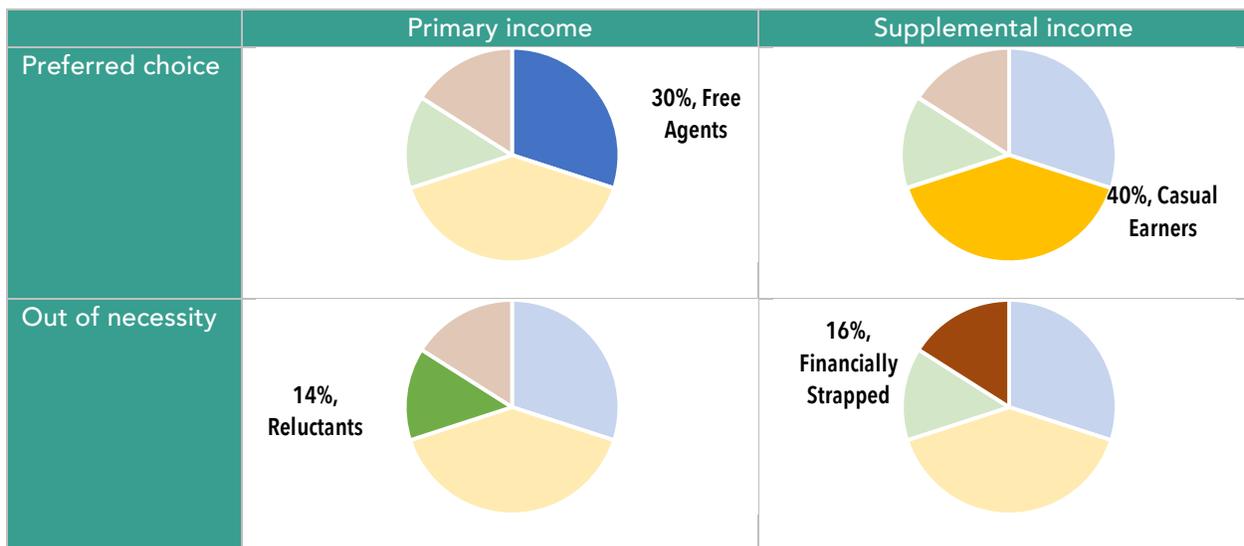
¹⁷ CPS is a survey administered by the U.S. Census Bureau and Bureau of Labor Statistics to collect demographic information.

¹⁸ Contingent Workforce: Size, Characteristics, Earnings and Benefits. U.S. Government Accountability Office. 2015 April 20. gao.gov/assets/670/669899.pdf



Of the respondents who reported working part-time due to economic reasons, between 1995 and 2013, a subset also increasing reported that the reason for working part-time was due to the fact that they “could *only* find part-time work.”¹⁹ This indicates that many workers may enter into part-time work or the gig economy out of necessity; many of the part-time workers may prefer full-time work, but have to take on multiple gigs because they could not find full-time work. Similarly, according to a recent study by McKinsey Global Institute, 14 percent of gig economy workers reluctantly participate in the gig economy out of necessity and 16 percent participate due to financial reasons. The remaining 30 percent and 40 percent use gig work to generate their primary income or supplemental income, respectively (Figure 10).

Figure 10: Four Segments of Independent Workers in the U.S. Based on Preferred Choice or Out of Necessity²⁰



¹⁹ Contingent Workforce: Size, Characteristics, Earnings and Benefits. U.S. Government Accountability Office. 2015 April 20. gao.gov/assets/670/669899.pdf

²⁰ 2016 McKinsey Global Institute survey of 8,000 U.S. and European respondents

According to Staffing Industry Analysts, 69 percent of gig workers in the human cloud market reported having more than one type of work at a given time. Similarly, 54 percent of temporary agency workers and 46 percent of independent contractors or self-employed workers held more than one job at a given time.²¹

RECOMMENDATIONS

In preparation for this study, the San Diego Workforce Partnership (SDWP) research team analyzed secondary data and conducted a literature review to understand how workforce development professionals, career counselors and educators can better support gig workers.

The workforce development system should identify which workers participate in the gig economy out of necessity as opposed to a desired lifestyle and help them gain jobs that earn family-sustaining wages.

As previously mentioned, according to both the Current Population Survey and McKinsey study, gig workers worked part-time due to financial reasons. Gig workers who participate in the gig economy due to necessity can benefit from workforce development programs that help them find full-time employment. By determining which participants of the gig economy in San Diego County work as contingent workers due to financial reasons, the workforce development system could focus its outreach to individuals who want full-time work, but cannot find that type of employment on their own.

Gig workers will inevitably participate in web- or app-based platforms; however, the workforce development system could train workers on how to identify good platforms and protect themselves from bad platforms that would abuse their work.

Whether job seekers are interested in the gig work as temporary position or a transition job until their next full-time position, there are several internet platforms that broker the relationship between gig workers and on-demand gigs. Since gig workers do not qualify for legally-mandated protections and benefits such as workers' compensation insurance coverage or minimum wage requirements, gig workers should be aware that they should be treated as independent contractors and not as W-2 or regular employees. The workforce development system should provide more resources for workers to differentiate between 1099 contractors and W-2 regular employees. By understanding this key difference, gig workers could protect themselves from app-based platforms that treat workers as if they are regular employees, but do not provide the same benefits as required for regular employees. For this reason, career counselors and prospective gig workers would benefit from researching internet platforms before participating in a specific platform.

Job seekers or students interested in solely working in the gig economy would benefit from training in time management, financial planning and customer service, which are all valuable skills for full-time gig work.

For individuals who solely want to work in the gig economy, it is critical that they have the necessary skills to be able to run as their own business. Trainings in time management, financial planning, and customer service are all valuable skills for full-time gig workers. Airbnb trains its hosts to be better providers of hospitality through workshops, while Etsy facilitates community building.²² Both provide user-generated feedback systems, creating high-quality consumer experiences through user reviews,

²¹ "Measuring the Gig Economy: Inside the New Paradigm of Contingent Work." Staffing Industry Analysts. May 2016.

²² thenextweb.com/insider/2013/09/17/with-8-5m-guests-airbnb-seeks-to-build-a-more-uniform-customer-experience-with-its-hospitality-lab

which help in building a brand. Since these platforms provide layers of trust through user reviews, it is important to provide services that go above and beyond what each worker offers through the platform. It is because of the ease of creating one's own brand that almost anyone can enter the gig economy. However, just like Airbnb and Etsy, it is important to train those who provide the services with the soft skills necessary to obtain those positive reviews from consumers. The more positive reviews one has, the more in-demand they are to consumers.

Gig workers interested in collaborating and working with other contingent workers could work out of co-working spaces throughout San Diego County similar to the ones listed in Appendix B – Co-working Spaces in San Diego County.

The rise of co-working spaces allows freelancers and independent workers to experience support and resources that may not be found elsewhere. Many co-working spaces offer services such as human resources (HR), web developing, accounting assistance and administrative services that are typically too expensive to procure separately.²³

Career counselors or educators with job seekers or students interested in working in the gig economy could refer them to the app-based platforms or resources listed in Appendix A – Gig Economy Apps to get started. While it is not entirely inclusive, Appendix A lists the types of apps currently available for gig workers. Career counselors, educators and workforce development professionals who guide job seekers interested in becoming entrepreneurs, independent workers, freelancers or gig workers could reference this list of apps or internet platforms to find "gigs." However, as with this labor market, technologies change rapidly and require gig workers to continually be aware of newly adopted platforms for gig work.

Career counselors and workforce development professionals can refer gig workers to resources that are available in San Diego County.

While the list is not all inclusive, Appendix C has a list of organizations that support small businesses that career counselors may want to direct gig workers to. However, these programs may not all be appropriate for the gig economy worker. Temporary agencies have always been the resources for the independent consultant or contractor; however, resources specifically for gig workers are not as clearly defined. SDWP The San Diego Workforce Partnership funds an Entrepreneurship Academy for customers enrolled at the America's Job Center of California (AJCC) network through the Small Business Development Center (SBDC). SDWP also provides a free HR hotline²⁴ (866-441-9399) for San Diego employers through the San Diego Employers Association. Business owners may call into the hotline to get answers to their HR or employment questions. However, for gig workers interested in more resources, a variety of business programs and resources must be developed for these solo- or micro-preneurs. Career counselors who have job seekers interested in becoming solo- or micro-preneurs can direct them to resources such as the ones in Appendix C, but remember that these resources are limited as they are intended to serve entrepreneurs or small business owners.

²³ [fastcompany.com/3049532/the-future-of-work/heres-why-the-freelancer-economy-is-on-the-rise](https://www.fastcompany.com/3049532/the-future-of-work/heres-why-the-freelancer-economy-is-on-the-rise)

²⁴ [workforce.org/hr-hotline](https://www.workforce.org/hr-hotline)

APPENDIX A – GIG ECONOMY APPS / ONLINE PORTALS

App	Category	IOS	Android	Site's Description
Airbnb	Travel	x	x	Opens the door to the world's most interesting places to stay and is the simplest way to earn money from your extra space. Over 600,000 listings in more than 34,000 cities.
Blablacar	Travel		x	Comfortable, affordable city-to-city car travel with govt. ID verified members.
Chegg	Education	x	x	Save up to 90% on textbooks to get the books and textbooks you need for your classes.
Coursera	Education	x	x	Access more than 1,000 courses and specializations developed by 140+ of the best colleges and universities in the world, and advance your career or continue your education by mastering subjects from Python programming and data science to photography and music.
Couchsurfing travel app	Travel	x	x	You have friends all over the world, you just haven't met them yet. A global community of over 9 million travel enthusiasts in 120,000 cities building meaningful connections across cultures.
Drivenow carsharing	Travel	x	x	Experience the future of urban mobility: reserve the nearest car with a single touch.
Ebay	Shopping	x	x	Sell your items in a flash with the app. Set up a store page instantly with the barcode scanner, or create a custom page with important details.
Ejobfinder	Business	x	x	App for freelancer on Elance – a job finder mobile client.
Etsy	Shopping	x	x	Shop a global marketplace of handmade, vintage and creative goods.
Family locator by life360	Social networking	x	x	The world's leading location-sharing app, and is the best way to stay connected to family, friends, and everyone in between.
Firechat	Social networking	x	x	Free instant messaging. No signal or mobile data required. Welcome to the "internet of us".
Fiverr	Business	x	x	The world's largest crowdsourcing marketplace. The platform connects employers and freelancers – all via the web!
Fon	Lifestyle	x	x	The world's largest Wi-Fi network. Makes it easy to get your smartphone, tablet and any other Wi-Fi device connected to Wi-Fi.
Freelancer	Business	x	x	Connects almost 20 million employers and freelancers globally from over 247 countries, regions and territories. Get projects completed by skilled freelancers ready and willing to work right now.
Getaround	Travel	x	x	Car rental on-demand – rent a car with no paperwork, no waiting, and no hassle. Rent 1000's of cars.
Hailo	Travel	x	x	The easiest way to hail a ride. Set your pickup location, select a car of your choice, tap request and that's it!

Homeaway	Travel	x	x	Find and book the perfect vacation rental in just a few taps!
Indiegogo	Social networking	x	x	Discover and fund products, projects and causes you love. Whether you're interested in next-gen gadgets, indie films or saving kittens, you can now keep tabs on your favorite campaigns.
Instacart	Food & drink	x	x	Delivers your groceries from local stores in as little as 1 hour.
Instructables	Lifestyle	x	x	From useful and entertaining how-tos and hacks, to delicious recipes and outrageous inventions. Instructables is the place to explore. Document, and share your creations.
Khan academy	Education	x		Allows you to learn almost anything for free.
Kickstarter	Social networking	x		A vibrant community of people working together to bring creative projects to life.
Kijiji	Shopping	x	x	Take Canada's #1 classifieds site with you, so you can buy and sell new or used items wherever you go!
Listia	Shopping	x	x	Check out millions of free items other people are giving away nearby!
Lyft	Travel	x	x	A friendly, affordable ride whenever you need one. Request a ride with the tap of a button, and get picked up by a nearby community driver who'll take you to your destination within minutes.
Munchery	Food & drink	x	x	Answers "what's for dinner?" with nourishing, affordable, chef-cooked meals delivered right to your door.
Ola cabs	Travel	x		Easiest and fastest way to book a cab or a taxi in your city.
Poshmark	Shopping	x	x	Leading marketplace to buy and sell fashion.
Postmates	Food & drink	x	x	What Coral and I used to get milk tea delivered ☺ Delivers the best of your city to your door in minutes, from local favorites to Chipotle and Starbucks.
Rent the runway	Shopping	x		Expand your closet from anywhere. Choose from thousands of designer dresses and accessories and return everything for free.
Shyp	Shopping	x	x	A suite of shipping solutions that integrates seamlessly into your fulfillment workflow. We compare carriers, get you the best rates, and offer pickup and packaging services in select markets.
TaskRabbit	Lifestyle	x	x	Helps you get more done in less time, so you can focus on the things you really love. Anything from house cleaning and organization, to moving, deliveries and handyman jobs.
The RealReal	Shopping	x		An authenticated luxury consignment marketplace where you can buy and sell luxury goods from top designers across women's and men's fashion, fine jewelry & watches, fine art and home.
thredUP	Shopping	x	x	The world's largest online fashion resale shop.
Tilt	Finance	x		The easiest way to collect, fundraise, and sell within a community. Pay someone back for movie tickets,

				split a dinner bill, or pool money for a group trip—without having to front the cost.
Tradesy	Shopping	x	x	A simple way to buy and sell fashion. Shop designer fashion at up to 90% off, and cash in on your closet, hassle-free.
Uber	Travel	x	x	Get a reliable ride in minutes – no reservations or waiting in taxi lines.
Udacity	Education	x	x	An innovative online education platform that offers free courses for people to learn programming.
Waze	Navigation	x	x	The largest community-based traffic and navigation app. Join drivers in your area who share real-time traffic & road info to save time, gas money, and improve daily commuting for all.
Yerdle	Shopping	x	x	A place to swap your stuff and save tons of money.
Zipcar	Travel	x	x	Wheels when you want them.

Reference: businessinsider.com/sharing-economy-best-and-worst-apps-2015-6

APPENDIX B – CO-WORKING SPACES IN SAN DIEGO COUNTY

Company*	Address	City	Zip
Ansir Innovation Center - Startup Accelerator	4685 Convoy St.	San Diego	92111
Barrister Executive Suites, Inc.	7676 Hazard Center Dr	San Diego	92108
Barrister Executive Suites, Inc.	525 B. St.	San Diego	92101
Barrister Executive Suites, Inc.	445 Marine View Ave.	Del Mar	92014
Bert's Office Trailers	1143 E Main St.	El Cajon	92021
Bloom Offices	5858 Dryden Pl	Carlsbad	92008
Business Center of La Mesa	7317 El Cajon Blvd	San Diego	
Centerside II	3131 Camino Del Rio N.	San Diego	92108
Century Park	8315 Century Park Ct	San Diego	
Co-mmunity	1228 University Ave.	San Diego	92103
Counseling Clinics of La Jolla	1150 Silverado St.	San Diego	92037
Cyberhive	1855 1st Ave	San Diego	92101
Deskhub	2159 India St.	San Diego	92101
Discovery Conference Centre	401 W A St.	San Diego	92101
Downtown Works	550 West B. St.	San Diego	92101
Emerald Plaza	402 W Broadway	San Diego	92101
Emerald Tower Business Suites	402 W Broadway	San Diego	92101
Encinitas Technology Center	533 2nd St.	Encinitas	92024
Enrich	3170 Fourth Ave.	San Diego	92103
Eventful	12730 High Bluff Dr	San Diego	
Executive Suites	2566 Catamaran Way	Chula Vista	91914
FAMA Executive Offices	2566 Catamaran Way	San Diego	
Get Smart WorkSpaces	2888 Loker Ave East	Carlsbad	92010
Grand Pacific Executive Suites	437 J St.	San Diego	92101
Hera Hub	4010 Sorrento Valley Rd.	San Diego	92121
Hera Hub	8885 Rio San Diego Dr	San Diego	92108
Hera Hub - Carlsbad	5205 Avenida Encinas	Carlsbad	
Hq Global Workplaces	4660 La Jolla Village Dr.	San Diego	
Hq Global Workplaces	12707 High Bluff Dr	San Diego	92130
Hq Global Workplaces	1902 Wright Pl	Carlsbad	92008
Intelligent Office	4275 Executive Sq	San Diego	92037
J Design Studio	4231 Balboa Ave St.	San Diego	92117
La Jolla Professional Building	1150 Silverado St.	San Diego	92037
Mesa Rim CoWorking Center	10070 Mesa Rim Rd.	San Diego	92121
OffiCentric - Carlsbad	2888 Loker Ave East	Carlsbad	92010
One Pacific Heights	9920 Pacific Heights Blvd	San Diego	92121
Onyx Business Center	852 5th Ave.	San Diego	
Opus Virtual Offices	2566 Catamaran Way	Chula Vista	91914
Park Plaza Executive Suites	1991 Village Park Way	Encinitas	92024

Premier Business Centers	8880 Rio San Diego Dr.	San Diego	92108
Premier Business Centers	11440 W Bernardo Court	San Diego	92127
Premier Business Centers	12526 High Bluff Dr.	San Diego	
Premier Business Centers	12636 High Bluff Dr.	San Diego	92130
Prime Executive Offices	2244 Faraday Ave.	Carlsbad	
PS Business Parks - Kearny Mesa	3914 Murphy Canyon Rd	San Diego	92123
Qualcomm Life	5505 Morehouse Dr.	San Diego	92121
Real Office Centers	600 W. Broadway	San Diego	
Real Office Centers	4225 Executive Sq.	San Diego	92037
Real Office Centers	101 West Broadway	San Diego	92101
Regus	501 W Broadway	San Diego	92101
Regus Cush Plaza	10620 Treena St	San Diego	
Regus Diamond View	350 10th Ave.	San Diego	92101
Regus Mission Valley	1455 Frazee Rd	San Diego	92108
Regus Palomar Airport	1902 Wright Pl	Carlsbad	92008
Regus/HQ	4370 La Jolla Village Dr.	San Diego	92122
SmartSpace	4455 Murphy Canyon Rd	San Diego	92123
Sunroad Corporate Center	4401 Eastgate Mall	San Diego	
The Building	607 N Vulcan Ave	Encinitas	92024
The Bluffs Office Building	16870 W Bernardo Dr	San Diego	92127
The Vine	101 W Broadway	San Diego	92101
Union Cowork	3060 University Ave.	San Diego	92104
Union Cowork	1010 S Coast Hwy	Encinitas	92024
Union Cowork North Park	3919 30th St.	San Diego	92104
Venture Beach Cowork	--	San Diego	
Venture Beach Entrepreneur Co-Working Collaborative	1001 Garnet Ave	San Diego	92109
Via Excelencia Business Park	9672 Via Excelencia	San Diego	92126
Water Garden Business Center	5755 Oberlin Dr	San Diego	

*List populated using Yelp search for "Shared Office Spaces"

APPENDIX C – SMALL BUSINESS RESOURCES

Organization	Description	Website
ACCION	ACCION is a non-profit organization that helps small business owners and entrepreneurs in San Diego and Imperial Counties. ACCION provides small business loans, workshops and events, and other resources such as educational resources and referrals.	accionsandiego.org/index.html accionsandiego.org/small_business_resources.html
Ansir Innovation Center	Ansir Innovation Center is a startup hub dedicated to growing and nurturing the startup ecosystem in San Diego. Ansir offers affordable coworking and private office solutions in a collaborative environment, mentorship and incubation of qualified companies, and a space for technology or startup-focused meetups and events	ansirsd.com
Asian Business Association (ABA)	ABA provides resources and networking connections for the San Diego Asian business community, helping businesses compete in the local and global marketplace and promoting economic growth.	abasd.org
Better Business Bureau (BBB)	The BBB helps businesses build strong customer relations and advance marketplace trust. Businesses can register with BBB and receive guidance on accreditation processes.	bbb.org/sdoc/for-businesses
Bio, Tech and Beyond	Bio, Tech and Beyond is an innovation space promoting biotech and STEM-based ventures. The incubator cultivates programs relating to startup businesses, education, and new technologies, and aims to be an economic hub for business development. Access to low-cost lab space and basic lab equipment is available.	biotechnbeyond.com
Biocom	Biocom is a member driven organization providing opportunities and resources to help life science companies and their employees fulfill their business goals and improve life through advancements in health, energy and agriculture.	biocom.org
Business Improvement District Council (BIDCOUNCIL)	BIDCOUNCIL assists in the development and dissemination of information, resources and expertise to member BIDs, and improves the physical, social and economic environments of San Diego's small businesses.	microbiz.org/about-micro-business/resources-for-micro-businesses

California Association for Micro Enterprise Opportunity (CAMEO)	CAMEO is a statewide organization for micro-enterprise development agencies and individuals that provide entrepreneurial training, technical assistance, financial and other support services. Microloans and business training opportunities through one-on-one counseling, workshops and classes are available.	microbiz.org/about-micro-business/resources-for-micro-businesses
California's Centers for International Trade Development (CITD); specifically San Diego Center for International Trade Center	Provide value-added assistance to businesses & entrepreneurs to increase capacity; network & partner with state/federal agencies	sandiegocitd.org
CDC Small Business Finance Corp.	CDC is a non-profit company offering financing backed by the Small Business Administration. The company offers consultation to loan recipients on strengthening their businesses.	cdcloans.com/small-business
Centers for Applied Competitive Technologies (CACT)	CACT is a California Community Colleges-based team delivering technology education, manufacturing training, and workforce and business development consulting services.	cact.org
Certified Development Company (CDC)	CDC Small Business Finance is a nonprofit that helps small businesses grow and create jobs by offering a variety of low-interest financing – including Community Advantage and SBA-504 loans – that fit the needs of small businesses no matter where they are in the growth cycle.	cdcloans.com
Citizen Diplomacy Council of San Diego	San Diego Diplomacy Council's mission is to build global relationships and expand mutual understanding by arranging professional, educational and cultural exchanges. Community and business leaders connect with their counterparts around the world to address common challenges including citizen safety, economic opportunity, social justice and environmental sustainability	SanDiegoDiplomacy.org
City of San Diego, Business Resource Center - Economic Development	The City of San Diego not only assists individual businesses, but also focuses on strengthening business organizations and improving business districts throughout San Diego. The City leverages public incentives and assistance to promote	sandiego.gov/brc

Division - Office of Small Business community revitalization, and to attract and induce investment in local businesses.

City of San Diego, Business Resource Center	The City of San Diego's Business Resource Center provides information and resources for entrepreneurs and small businesses including start-up information, development programs, business incentives and benefits, and financing resources. Resources on licenses and taxing, permits and other information is available as well.	sandiego.gov/brc
Civic San Diego	Nurture small business & stimulate job creation	civicsd.com/index.php
CONNECT - Springboard	Companies accepted into the Springboard program have access to a mentoring team, as well as a network of experts and entrepreneurs across the tech and life science industries. Companies receive marketing, financial and strategic business advice.	connect.org/entrepreneurs/springboard
Council for Supplier Diversity	The Council for Supplier Diversity's purpose is to facilitate business opportunities and market share growth for minority, woman and service disabled businesses through the interaction with their corporate members.	supplierdiversitysd.org
CyberHive	CyberHive is an incubator program and innovative-shared workspace providing business and technical mentorship to startup companies that provide cybersecurity and high-tech solutions. Entrepreneurs have access through mentoring programs to talent, capital and markets and receive assistance as they fine tune their business models.	cyberhivesandiego.org
Downtown San Diego Partnership	The Downtown San Diego Partnership works with regional business organizations and government agencies to help strengthen the business climate and quality of life in downtown San Diego.	downtownsandiego.org/build-your-business
Economic Development Corporation (EDC), San Diego Regional	The San Diego Regional Economic Development Corporation serves regionally by supporting local companies, implementing programs to help retain businesses, and advocating for policies that enhance the region's economic competitiveness.	sandiegobusiness.org

Economic Development Council (EDC), San Diego East County	San Diego East County Economic Development Council's main focus is to establish a fluid skilled workforce pipeline by serving as the advanced manufacturing sector liaison between the industry and education sectors in east county.	eastcountyedc.org
Economic Development Council (EDC), San Diego North	San Diego North Economic Development Council is a nonprofit coalition of the public and private sectors working together with community partners to sustain and strategically grow the economic base of north San Diego County.	sdnedc.org
Economic Development Council (EDC), San Diego South County	The South County Economic Development Council (South County EDC or SCEDC), a non-profit organization was formed in 1989 by a group of South San Diego County business and community leaders, to promote education and encourage economic development in the South San Diego County Region.	southcountyedc.com
EvoNexus	EvoNexus is a technology incubator and hub for startup communities, and helps entrepreneurs turn ideas into fundable, commercially-viable companies.	evonexus.org
Fab Lab San Diego	Fab Lab is a non-profit community space focused on emerging technologies, STEM education and entrepreneurial support and offers access to tools, training and community groups.	fablabsd.org
Food & Beverage Association of San Diego	The Food & Beverage Association provides resources for members and those in the food and beverage industry, such as networking and training sessions.	foodnbeverage.org/#!/home
Governor's Office of Business and Economic Development (GO-Biz)	GO-Biz offers a range of services to business owners including assistance with expansion, finding new sites, overcoming obstacles to do business in California, obtaining training funds, permit streamlining, regulatory information, small business assistance, international trade development, state government assistance and more. Workshops and webinars are available to small businesses through The Office of the Small Business Advocate.	business.ca.gov/Programs/SmallBusiness.aspx
Helping Entrepreneurs Rapidly Accelerate (Hera) LABS	Hera LABS is a business accelerator providing female startups in all industries a place to test ideas and growth their business. Hera LABS provides entrepreneurial women with mentoring	hera-labs.com

	and resources including access to industry experts, labs, tools and investment capital.	
Janssen Labs	JLABS is an incubator for life sciences companies. JLABS provides access to core research facilities hosting specialized capital equipment, educational programs, operational capabilities and a community of like-minded entrepreneurs. JLABS also provides access to Johnson & Johnson Innovation deal teams expanding opportunities for venture capital funding, as well as the deal-making, therapeutic and technology area, product development and commercialization expertise of Johnson & Johnson.	janssenlabs.com
Moxie Center for Student Entrepreneurship	Hosted at UC San Diego's Jacobs School of Engineering, the Moxie Center for Student Entrepreneurship is an educational program open to all UCSD students. The Moxie Center provides expertise, facilities, resources and connections that allow students to learn to be effective entrepreneurs.	jacobsschool.ucsd.edu/moxiecenter
Pacific Community Ventures (PCV)	PCV provides resources and capital to small businesses. Their Business Advising program matches small business owners with advisors who provide hands-on assistance. Other resources include strategy roundtable sessions, educational events, promotional opportunities and access to the organization's mentoring platform.	pacificcommunityventures.org/advising
San Diego Center for International Trade Development (SBDITC)	SBDITC provides counseling services, seminars and training, import/export assistance, information and other business resources. Resources assist businesses new to international trade in receiving guidance on expanding operations.	sandiegocitd.org
San Diego Contracting Opportunities Center (SDCOC)	An economic development program of Southwestern College, SDCOC provides small businesses with information, resources and technical assistance on federal, state and local government contracts.	ptac-sandiego.org
San Diego MIT Enterprise Forum	Builds community for business leaders, technologists, entrepreneurs capital/service providers by providing education & networking programs	sdmitforum.org

San Diego Small Business Development Center (SBDC)	The San Diego Small Business Development Center helps small businesses & entrepreneurs through 1-on-1 consulting, biz dev training; combines federal, state, private sector resources	sba.gov/sbdc growmybiz.org
San Diego Technology Incubator	The San Diego Technology Incubator was created in partnership with the City of San Diego and the SD Community College District. The facility is part of the Center for Applied Competitive Technologies-San Diego, which resides at San Diego City College. The San Diego Technology Incubator supports the economic development of the region by sheltering and supporting new technology ventures.	sdincubator.com
San Diego Tourism Authority	The San Diego Tourism Authority mission is to drive visitor demand to economically benefit the San Diego region. The San Diego Tourism Authority is a private, non-profit, mutual benefit corporation composed of approximately 1,000 member organizations, businesses, local governments, and individuals seeking a better community through the visitor industry.	sandiego.org/about-us.aspx
San Diego Venture Group	San Diego Venture Group is a non-profit business association that supports and promotes venture capital and start-ups in San Diego. Membership to the association provides network access to hundreds of venture capitalists, entrepreneurs, and other industry professionals, as well as a platform to get information and support.	sdvg.org
San Diego World Trade Center (SDWTC)	World Trade Center San Diego (WTCSD) is Southern California's leading international trade association with direct access to the largest international trade network in the world. The organization offers the San Diego region services that allow businesses to gain key global contacts, research and tools to enhance international competitiveness.	wtcsd.org
SBA's Women's Business Centers (WBC)	SBA's Women's Business Centers provide business training, counseling, coaching, mentoring, other assistance geared towards women-owned businesses.	sba.gov/wosb
SDG&E Business Resources	SDG&E provides resources and information about energy efficiency	sdge.com/business

programs and workshops providing assistance for reducing energy bills.

Service Corps of Retired Executives (SCORE)	SCORE is a non-profit association supported by the SBA and helps small businesses grow and achieve goals through education and mentorship. Additionally, SCORE offers free business counseling in person or via email, onsite workshops and online webinars, as well as a variety of online tools, templates and tips.	sandiego.score.org
Small Business Development Center - San Diego & Imperial Valley	SBDC provides consulting services and workshops for small businesses in the San Diego region. Training programs help entrepreneurs improve operations, explore new opportunities, reduce costs and gain profitability. Consulting services are available in a variety of business topics and an online library of resources are also available.	sdivsbdc.org
Startup Leadership Program (SLP)	The Startup Leadership Program (SLP) is a global training program and lifelong global network for outstanding founders, leaders, and innovators who want to become startup CEOs.	startupleadership.com/chapters/9/
Tech Coast Angels	Tech Coast Angels actively seeks great startups to fund. Providing more than just money, TCA brings connections, knowledge, mentoring and operational assistance to bold early-stage entrepreneurs with game-changing ideas.	techcoastangels.com
The MIT Enterprise Forum San Diego	The MIT Enterprise Forum produces events, activities and workshops annually for technology entrepreneurs and businesses. Membership provides valuable networking opportunities with executives, business leaders, venture capitalists, industry experts and service organizations in the community and worldwide.	mitefsd.org
The Zahn Innovation Center	The Zahn Innovation Platform Launchpad (ZIP Launchpad) is an incubator and entrepreneurial community that supports San Diego State University (SDSU) innovators and aspiring entrepreneurs to launch viable startups.	newscenter.sdsu.edu/gra/zahncenter/home.aspx
U.S. Small Business Administration (SBA)	SBA provides loans, contracts, counseling sessions and other assistance to small businesses. Support and other assistance is available for women-owned small	sba.gov/category/navigation-structure/starting-managing-business/managing-business

	businesses, veteran-owned businesses and more.	
Women's Business Center of California (WBCC)	WBCC is a non-profit organization assisting entrepreneurs in starting, expanding or enhancing small businesses in San Diego County. The organization provides access to information and resources to help create and sustain businesses. Roundtable discussions, informational seminars, hands-on workshops, mentoring and advising, networking, events and online materials are available.	sdmicrofinance.org/women's-business-center-of-california-2
World Trade Center San Diego (WTCSD)	A leading international trade association with access to the largest international trade network in the world, WTCSD offers services to the San Diego region that allow businesses to gain key global contacts, research and tools to enhance international competitiveness. The organization provides business services and global lead-generation to help start or expand business internationally for regional clients. Services include global data mining, intercultural communication training, market-entry strategies, export readiness evaluations, trade missions and export documentation.	wtca.org/locations/world-trade-center-san-diego?locale=en



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