

Political Strategist Bradley Tusk on What Micromobility Startups Can Learn from uber

[machine generated transcript [from the video](#)]

[00:00:00] Fantastic. So fantastic. So you may have seen Julia, uh, yesterday when we had genetic can during these fantastic illustrations. Um, so we've asked so Beth again today, um, and, uh, she will be illustrating as you can see above, um, the, the talk about, um, Elliot and readily we'll be doing, but look, without further ado, I'm going to leave, uh, the field.

I'm gonna hand it over to you Elliot and let you take it through. Fantastic. Thanks very much. Great, uh, I to everyone. So I think, uh, I should introduce Bradley here. So Bradley tusk is a political strategist and venture capitalists at tusk venture partners. He was Uber's first political adviser and out of their venture fund invested in birds.

His political advisory career has also involved a rather fascinating collection of people. Uh, he ran mayor Bloomberg's campaign in New York and has been advising Andrew Yang. Uh, Bradley. Welcome. [00:01:00] Hey, thanks for having me. Cool. Well, so I thought it would be neat to go into some of your background, uh, both, uh, you know, First with Uber and then with bird.

Um, so maybe you could take us through, you know, the short version of, of your involvement with, with Uber in New York and regulations, and then sort of talk about how that related to scooters and bird later. Sure. Yeah, absolutely. So, um, When, uh, I started my first company in 2010, it's a consulting firm that runs paid campaigns, campaign companies.

And I was sitting in a Walmart meeting in early 2011 at a friend of mine called and said, Hey, there's this guy with a transportation startup. He's having some regulatory problems. Can you just take a minute and talk to him? I was like, yeah, sure, whatever. Uh, I become over his first political advisor that day.

I get really lucky when Travis called back and says, listen, I can't afford your fee. We can take equity. I didn't know what equity [00:02:00] meant at the time, but I said, yes, thank God. Uh, that was during the series a, um, and then spent a lot of the next few years running campaigns all over the U S to legalize ride sharing.

And we've kind of faced the same playbook in almost every market, which was, um, taxi didn't want competition didn't want us to exist, kind of ignored us for a little while. And then as we started taking away market share, they finally woke up. Well taxi, hadn't done a ton to really improve their product or their service.

Over the years, they were very good about hiring lobbyists and giving out quick contributions and they had friends, um, and those friends did what they normally do, which is do the bidding of their donors. And the only thing that ended up being different here was that we realized that we could turn our customers and what a five again, uh, and by asking people to email or tweet or call or text in some way, reach out to their.

Well, did officials and letting them do so right from the app, um, over a period, a [00:03:00] couple of years and a couple of million people did that. Um, and that's what ended up

winning day for us in every single jurisdiction of the country. And so that was my experience with Uber. Um, so I, that's kind of my introduction to the micro mobility space.

Um, then out of our venture funds started making, uh, some other investments in companies like next R and I was over and tell the, this would have been fall of. Devin commute. I think our 18, um, for some meetings and, uh, watching all these people kind of whiz by or on Roth trial was kind of the maple of our there on electric bikes.

And I remember thinking, Oh, this will be pretty cool for New York. Um, it would really fill a hole that we have in the market here. And that was kind of that. And then went back to New York and two weeks later, uh, met Travis banders Davis. So another Travis. Uh, who was the founder of bird? I think it's something like 16 scooters, the entire fleet at that point.

Um, but it was [00:04:00] raising a series a and I think because I had some sense of who he was from my time at Uber and some appreciation for the space overall, and then having just seen kind of an application of that and have never thinking, like people literally just thought two weeks ago, this would be a cool thing to add, um, why not invest?

And so we did. Uh, and that, uh, went really well, especially at first bird became the fastest company ever to a billion dollar valuation. Um, and then we worked on campaigns for Burr all over the U S to legalize, uh, electric tutors. Um, and even today are working on their effort to be licensed with people.

So. If I recall from, uh, you know, a year and a half ago, or whenever this was the original thought in scooter land was, was to sort of mimic the playbook where everyone just started putting the scooters on the streets of Nashville or wherever. And then, you know, uh, w without first going through the department of transportation, [00:05:00] Um, and the thought was that there was going to be so much ground as well, that they would just be legalized and it was just going to be the same thing.

Is that fair? Is it? Yeah, I would say sort of, so I get asked this question a lot. There are definitely parallels between ride sharing and the rollout of scooters. And then there are some ways that they're different. Like before example in ride sharing in some way, there was. Easier in some way was harder, but it was more concentrated in that we had an opponent with, you know, taxi industry and they wanted to kill us.

And if we could beat them, we would wet. There's no big scooter like stepping on our neck here trying to keep us out of existence. But on the flip side, the rule for ride sharing, once we broke through that kind of resistance from taxi, there were already a lot of laws on the books of. What you need to do to be paid, to drive someone from point a to point B, right?

What we're, [00:06:00] didn't come up with that notion of, of taking people to places for money. They just came up with a better way to do it. So the regulatory structure actually in substance already existed with scooters. It is a much newer product. And as a result, there really is no regulatory framework in most cities and it's coming on board now.

And so as we started entering cities, you had the challenge of. A lot of very valid public policy question, should they be allowed on sidewalks or should it be bike lanes or to just be in the street, the mandated helmet, the mandated insurance, where do you leave these things? How do you charge these things?

And in fairness to the regulators, they were valid questions. And so the strategy, I would say it was a hybrid of what we did with Uber, which is if the law didn't say that we couldn't enter the market than we did. So if it was gray, we came in. And, you know, no deity thinks that you should ever enter their market without their explicit permission and blasting.

So obviously they weren't thrilled about it. [00:07:00] Um, but you know, if we waited for their permission everywhere, we'd never, would've got off the ground. But the difference is there were cities like Chicago and New York, most notably, where there were laws on the books, standing electric scooters, they were actually laws that had nothing to do with burger Lyme or any of these companies.

It was back during the whole segue. Disaster like in 2004, uh, it was like a consumer protection law back then. And, but we have to overturn those laws. So in the jurisdictions where it was explicitly prohibited, um, we didn't sort of follow duper playbook. We didn't enter the market. Uh, we instead went through the legislative process to change laws in markets where it was not prohibited.

We did go in. So kind of a hive. Uh, do you think that given how much, um, The, you know, the cities have been, I guess, in those end caps generally. And that seems to be the, uh, the large, uh, larger regulatory structure that's in this country. Uh, [00:08:00] you know, how much, how much of that was a reaction to, uh, Uber and Airbnb some years earlier where the regulators sort of, yeah, I thought about that a lot and, uh, wrote about that in my book and.

Um, I think that it got better and worse as the result. So in the first go around regulators didn't really take startups. Seriously comments didn't take startups seriously. They assumed that they could just kind of push them around as they normally do with most people in their stack there. And then all of a sudden we had.

One, all these customers were willing to fight for us too, a lot of money to be able to throw at the problem. And three, especially in the case of Uber, tremendous ferocity, right? Travis has pros and cons like any other human being, but one of his problems is not a lack of aggression. Um, and so, uh, you know, he was willing to fight it out absolutely everywhere.

So that really took them by [00:09:00] surprise. And as a result, they lost those early battles. Certainly with us. And to some extent with Airbnb, although Airbnb's approach was a little kinder and gentler, I would say. Um, so then you fast forward somewhere between, you know, seven and four years later, depending on when the ride sharing fight happen, uh, to the advent of electric scooters.

And I kind of noticed two things at the same time. On one hand, we weren't going to win by the element of surprise. They understood who we were and understood what our playbook was. They understood the resources we had. Um, and they were much more sophisticated about all of it. So on one hand that bad, if you're me, because it makes it harder to win.

On the other hand, it was also very good though, because they took us seriously from the very beginning. Right. They understood what we could do to them. If it became a really ugly fight. Um, the last person I think, to not understand that was near to the mayor, bill de Blasio, uh, and after \$5 million in TV ads, [00:10:00] Uh, and that drove down to saber building number the thirties, and they never recover, uh, years and years later.

Um, I think that everyone understands, look, we can't be cavalier about that. We've got to take this seriously, but we also better understand their playbook. So it kind of becomes a verified. Do you think that the companies are, you know, they kept as they've been established. What sort of the future for that and what sort of hope for the company?

I mean, do you expect that this is just, okay, well, let's start here. And then once people gradually like these, yeah. I mean, keep in mind, uh, you know, politics ultimately, uh, is a business about consumer demand for though we call it kind of voting, right? Uh, every regulator, no matter how independent they feel.

It's typically appointed by some politician who was elected by the public and I've worked in city, government, state, government, federal government, executive branch played a ranch bronc campaigns. [00:11:00] The one thing I learned for sure, my kind of government politics is 99% of politicians only care about real action at the expense of everything else.

And so it was actually in some ways, very easy to read them and kind of move them where you want them to be. Because fundamentally, if they believe that you can make it harder for them when their next election they're going to do what you want to do. If they think you can help reelect them, they're going to do what you want to do.

And if they think that you can't impact it, you're completely irrelevant. So fundamentally, if there is legitimate, true demand among the people of the city to have more scooters in the flee and on the streets and you mobilize that properly, it will happen. Right. Um, but one is, I think. We have to see if that demand really materializes.

I think in COVID it was better than people had feared. Um, but still obviously a decline. Um, two is how does it work? Right. Like I remember [00:12:00] in 2009 when I was running Mike Bloomberg campaign for mayor, and this was very low tech, but Mike had put bike lanes in all over the city and created the city bike program with you.

You were here for that. So you remember it, um, And every time I would have a meeting with like some community leader, their first request was always like something about the bike lane. Usually take them out sometimes put more in, I remember one time, I think, uh, Oliver mentioned that Jeanette DattoCon spoke at a conference earlier on.

I was reading with Jeanette and I didn't even finish my shift. I just said like, Hey, so, and so it was like someone from the Chinese community in Manhattan, she went crazy screaming and yelling. I'm the cursing at me. I'm not the bike lane. And finally I've scrubbed. I'm like, actually they just asked for a sign in Chinese things, slow down on the bridge.

And once you like, Oh yeah, no problem returning individually. Yeah. So these are really hot [00:13:00] topics. And I think that for the cap to increase. One there's gotta be voter demand too. Um, it has to be working in some sense, right? If it's utter chaos and they're seen as wildly dangerous, it's really hard to expand.

Like I heard Oliver mentioned that there was a moped sharing that also happening at the same time as this. Um, you know, I, I know the people at rebel, we're not investors, but, but I, I liked Frank and the team there. Well, look, they've got to overcome now this presumption that their product is not safe. I think that they do a good job in trying to make it safe, but, um, that will be their biggest impediment to growth.

Uh, they have customers they've seen that. Uh, but they've also gotta be able to show this thing will not kill you. Um, so I think on scooters, it's a little less of a, of a safety then than perhaps mopeds, but we've got to show demand and we've got to show that, uh, it can function in a rational way. Do you think that so far we've [00:14:00] seen that the on the demand side, it's certainly easy to see the, the, uh, The NIMBY types, the, the people who were upset with, with quieter is the demand, uh, strong enough to, or, or is the passion high enough to rise to?

It's a good question. So, so the demand and the passion and stop me when I get too granular here about this stuff, but are arguably two different things. So the, because all the time across my venture portfolio, Every CEO based estimate the same thing that they do for us, what you did for right. And a lot of times have to have this very awkward conversation where I feel like, look, you're a great, your company's great.

I think you're great. I wouldn't have been invested if I didn't think there was great, but your, your customers are not gonna take time out of their day to call their city counselor's office or text or tweet or whatever it is so that your product can be. Legalize it, so you get the [00:15:00] permits you need or whatever.

The particular thing is. So passion, it's fairly limited to two, a couple of groups. So clearly a work in Uber. It has worked in bird. Cause for example, we, we did that in Miami, um, and it really worked. Um, I think it works in the cannabis space. Uh, which is a little ironic because you would think that people were really high was sort of be too lazy to, um, it's the only thing, but at least people who are, there's a company in California called ease.

It's kind of on demand. We deliberate. And when we were running the campaigns to legalize it, people who use, uh, medical marijuana, Countrywide, like really legitimate illnesses that are health, we're very motivated, um, to be out there public. So there are certain types of customers of certain types of startups.

Who are passionate. Um, it doesn't always translate necessarily to the size of the market or the value of the company itself. So now with that sort of distinction, I guess, drawn, um, [00:16:00] well, I, the question becomes are we are just a niche product for millennials and gen Thiers and some tourists who are in town, or it's a fun way to zip around Austin or whatever.

Um, no, I don't think that you'll have the kind of demand you'd be. To materially increase the caps. Um, however, like in New York and right now your city park transportation is in the middle of an RFP process to choose two or three operators to start doing electric scooters in New York, where the focus initially will be not in Manhattan, but in the boroughs and where there's a real need.

That's interesting is, uh, there are these trends, uh, uh, transit debt in New York city where there's, you know, a neighborhood that is a. Good, 15 minute walk to the subway. Um, and that's kind of a, I mean, you live in New York and that's kind of a long time and the weather right now, it's like 18 degrees out right now.

I would not want to walk. And that's um, so I think everyone both, uh, [00:17:00] in the state legislature, the city council and a deity and the screw companies all agreed. Look, if we can be the thing that bridges, that gap, where people can get from their home or their corner. To

the subway station at three minutes, instead of a 15 minute walk, that may be a really valuable place to start.

And so I think if we prove that out and that, and that we really do meet that kind of demand, um, then, and assuming COVID ever ends, um, then yes, uh, I think that's how you build the case. Um, but it can't be in these two, do you, with the New York situation? Uh, what's your, so it's an RFP, right? Or an RPI, and they're about to flex some operations.

Uh, York's been the big holdout in it in America. They have, um, look, you have a mayor who obviously hates technology and valleys aid and stuff. Well, he doesn't, he only drives he'll build the block. I mean, now th [00:18:00] the police drive around, but even when he was a city Councilman or public advocate, he drove himself around.

Like he is one of those weird new Yorkers. Who doesn't use public transportation or any kind of alternate form of a micro mobility service. Um, he just likes to drive in his own personal car would obviously for, for climate change, a lot of other reasons, it's not a great way to be, but both the Blasio has got so many negative qualities that, uh, is driving this problems.

Um, but, uh, so look, this is not an administration that was rushing forward, uh, to do anything around hypermobility. Uh, but we had a smart bot commissioner in polytrauma and broke. She just left to go to work for Fooda jet down in, in Washington. Um, and I think, uh, you know, the traffic hazard argument, especially once so much support from the city council that between them and the state legislators who cared about this, it was enough to finally put it over the top.

Um, you mentioned that we're running Andrew Yang's [00:19:00] campaign and I've actually never even talked to Andrew about scooters, but, but knowing Andrew. Um, if he, or if some of the other like-minded candidate, but any of them wouldn't have mayoralty, I think you'll see, uh, an embrace of new ideas and new technology to help people they're around.

Yeah. Mean, what do you expect in terms of the, the reaction from folks when these things are on sidewalks, do you think it'll be louder or equal to what you've seen in other. Oh, I love look, I think it will be because we're starting in the boroughs and not Manhattan, which means, you know, when you hear out the reaction, there's the reaction in the community itself.

So are people talking to each other, um, when they're dropping their kids off at school, when they're at the playground at the community board meeting, there's a reaction on social, right? So what's, what's the conversation on Twitter or these days on discord or, you know, maybe even Reddit, if they're not worried about game stop for a couple of minutes, um, or.

Um, [00:20:00] what's the reaction to the meeting, right? So like, as you know, uh, at least all would be fashioned maybe advice at this point, the media is also when they go to physical work or in Manhattan. Right. So if they're not seeing these scooters, I'm not sure how much they are. Writing about them now, I think there's a law that says every little bit in Brooklyn, though.

I've got to say there's a lot of it's with every reporter has to live in, in Tara gardens or cobble Hill. Uh, and if they don't, there'll be thrown out of the, uh, forthwith state. Um, so they'll

see it, uh, and maybe that will spark it, but, um, so it kind of depends on where the noise comes from in which community.

Um, but if I had to guess it'll be similar to other cities. Generally pretty positive because we're solving, uh, if this works a very tangible problem and I think it will get messy when it comes into Manhattan because, you know, I live out in the middle of an admin, like it's a crazy place, you know, and while I personally believe it, scooters should be here.

Um, you know, I'm under no [00:21:00] illusion that it's going to be an easy introduction. Generally, do you think that there's now that the, this technology seems to be rolling out essentially, you know, a highly regulated we're going to select three operators for each city? Is there a financial, uh, hit to that? If, if this essentially ends up as a government concession?

Yeah. Look, if, if again, bird third in line. And I, I, because there's these talk about the facts, especially for bird, I was instructed by counsel that I cannot talk about things like valuations, you know, all of that. Um, but, but with that said to be a, any billion dollar company, unless you're like a missile manufacturer for the defense department, you can't really be a government contractor.

Right. You can't cheat, you can't, it's too neat most of the time. So if there's not a free market and strong consumer demand, Um, then it's harder to see, uh, how these companies really, really succeed. Now. The good news [00:22:00] is there has been a lot of demand and a lot of cities. Um, and I think that if you told us New York will never be more than a DOTD run concession to help bridge, you know, transit deserts in mill basin and Marine park, Brooklyn.

Uh, we would be pretty dissatisfied with that. If it's, this is the, what you need to do to establish the value proposition. And ultimately get to a place in New York where the market, you control it. Um, that's worthwhile. So, yeah, w as you know, there's a lot of, we don't know in the scooter world, uh, anyone that's, at least being honest about it.

Uh, I think that's one of the many we don't know, um, on federal policy, uh, you know, there's a new administration. Okay. Is there any sort of trickle down from, from whatever we've gotten so far? Yeah. Yeah, I think so. I mean, I think, look who to judge who's, you know, the incoming secretary of transportation, um, is one, uh, if you all know a [00:23:00] former mayor, um, so now South Penn doesn't exactly have the same type of transit traffic issues that San Francisco does.

Um, but none the less. Uh, he's got that BDS who are people that come out of big city arbitrary application, like, uh, we are. Um, so I do think one that understanding of it too, uh, for a few different reasons, I think you're going to see Buddha jet to be pretty aggressive on tech issues overall. So one, because he's young and he's sort of the face of webbing sides with.

New technology. And if you look at kind of the political, we're not positioned for lots of new kinds of technologies, not just the micro mobility space. Um, a lot of it is just age, right. You know, it's really much less about party for example. Um, and it's, it's almost like to be paid, um, same sex marriage, right?

I don't know anyone under the age of 40 or 45, unless you're unbelievably religious. It doesn't support same [00:24:00] sex marriage. Right. And then the number goes down as

people get older because social norms change. Uh, at people's acceptance of things, change with it. So I think as a result, well, the judges are pretty young guy, 37, something like that.

Right? So like, um, he's going to be temperamentally, uh, in favor of moving a lot of these issues forward. And then second, because he's a young guy is very ambitious. I can't imagine he's not going to for president again, at some point you can't really run in 24 against Biden or Harris, but on the eight or sometime in his life, Which means he used to have a track record that people can understand from VOP.

And that really means doing things that are interesting for you guys to write it about. So it's him figuring out what should the national regulatory framework be on autonomous car? What should it be? Autonomous trucks. How about self blind drunk about flying car, right. And there's no shortage of interesting tech issues that fall underneath the jurisdiction of USB IOT to overall.

[00:25:00] I would predict that will be aggressive about all of that. Um, whether any of it ends up with the computer policy. I don't know that may be a little too parochial for them. Um, but, but I think that you had four years of a very hands-off VOT, especially in the, in the transportation space at the FAA was a little better on the ground space.

Uh, and either my belief or leaf, I can see your hope for that change. Yeah. I mean, is there even much potential a federal government could do, I guess it would mostly be sort of funding for things like bike lanes. Yeah. Yeah. So there is a, my brother-in-law is a member of the house was talking to him the other day and I said, what do you think the one big thing that you guys could actually get through his viewer infrastructure?

Right. Uh, look, I would personally love to see major climate reform and make immigration reform. Um, He's a centrist. He runs this thing called the problem solvers caucus, and his view is [00:26:00] that the thing that they can get, um, if that happens, there's going to be quarter of a trillion dollar, maybe more now remember structure.

So we'll some of that before bike lanes, scooter lanes, there's been products overall. Yeah, absolutely. Um, yeah, I guess, relating to transit. Do you think that how well have scooters and the scooter companies done with, with, with sort of interfacing with that world and I guess making a play like, Oh, we can, um, augment transit and build up in a station.

Yeah. Um, I think that in a lot of markets. Where they came in, uh, without what, the permission they came in on the Raul, but I loved it was still the right move because being beloved by everyone and not existing is a lot worse, uh, than people being annoyed with you and you having an actual successful [00:27:00] operating it.

Right? Um, I think they have to build and rebuild relationships, uh, with local regulators. I think they've done that pretty well in some jurisdictions. Probably less. So, uh, in, other than the companies are all so different and how aggressive they are and their tenor and their tone, everything else. And then in terms of how they fit into the broader ecosystem, um, I don't really know.

I, I would guess it, everyone who is taking the time to watch a micro mobility conference in some ways may have a better sense than I do as to, um, what the relationship has been like

between scooters and. Uh, other businesses, you know, either my fidelity space, um, do you, and this is a bit further afield, but stay with me.

So, you know, we've seen a lot in the past year in California with, with these, um, bills on the gig economy and regulatory actions and the gig economy where the legislature [00:28:00] tried to turn Uber drivers into employees and then overturned that. Yeah. What's your general sense of sort of that sentiment on the nationals, right?

I guess, state by state it's. Yeah. So it's an issue that we work on a lot from, I'm like to think that I'm somewhat knowledgeable about it. Um, and so much of it is impacted by two things that happened in November prop 22 specifically, and then the margin November. Then I got to pick up January as well, uh, of Democrats in both the house and the Senate.

So prop 22 had failed. And if there were, there were 252 happy house members, Democrats, as opposed to two 22 and 56 Senate Democrats to book the 50. I think that national legislation all over classification would have had a shot at an expert moving forward and happening. Um, but as we discussed earlier, politicians are extremely sensitive to whatever political input they receive.

The goal at the end of the day is to stay in the job. [00:29:00] And once we saw that one prop 2021 pretty overwhelmingly. And to, you know, Democrats by having such narrow majority, not only have less ability to pass more ideological bills, but they'd have to pick their spots a lot more too. Um, based on all that, you're not gonna see anything.

I think Mo even really seriously did compete in Congress. So on the federal level, you'll see things come out of the NLRB and out of the department of labor, uh, Marty Walsh, who was Mayor of Boston is Biden's nominee, secretary of labor. I think he actually understands a lot of this was probably pretty well because these are often municipal, uh, led issues in terms of how these companies operate.

Um, so I think they will try at the margins to chip away at the 10 99 status and push people to W2 because I look, this is the greatest single. Organizing opportunity for private sector unions and 50 years, right. Uh, and Democrats who generally [00:30:00] receive a lot of money from labor know where their bread is buttered, and they're gonna do what they can well that forward.

Um, but on the state level, right after AB five, you had asked me, um, will seven more important States. Have done the same thing. It'd be W2 within the next 18 months. I would have said absolutely. Now it already is by the way, 18 months later. And the answer is no, I don't think it will be the case in 18 months from now either.

Um, there extremely little political momentum, uh, for worker reclassification and a tributary. One is the obvious is the political coming out of prop 22 for all kind of Derry protag. Um, but to. Cities these days have bigger problem, but because of COVID, everyone are in these like unbelievable art. And when times are good, you can be mean, and you can be mean to business because you got plenty of tax revenue coming [00:31:00] in.

And as a result, um, you can say, Hey, we're going to really crack down on short-term rentals or rideshare scooters, or whatever you work, application, whatever you want. And it's fine. All of a sudden when you're facing budget deficits, that for some States are in the tens of

billions of dollars. Um, the most important thing is generating new tax revenue and trying to bring back some jobs.

Right? So I, I'm sitting here in the middle of New York right now, and he's walking a couple of 570,000 jobs. COVID, they've stayed in total, almost 10 million. Um, so all of a sudden your priority goes from, uh, When he political favor with small groups of voters who happen to be active primary voter in city council, races, or state led by the primary to a bigger picture of, we need money.

We need job as a result. Uh, you're going to see, I think startup ironically have better regulatory treatment, uh, from local state [00:32:00] government and the government over the next couple of years. And they've had in the last few years it would because things are so bad. That's fascinating. So I think we've got a couple minutes left.

So let's take a question from the side here. Um, so do you think that there's going to be tension between the micro mobility players and the ride share companies, um, over some of the open streets, bike lanes stuff? Is there sort of a collision? Yeah, I mean, it looks the ride share companies obviously to try to insert themselves into micro mobility.

So they all pretty much have. Investments with the areas of interest. So, you know, no, no one is probably either cleanly, just in my portfolio company or just a ride sharing company, this point of the few exceptions. Um, I'm not that worried about Uber necessarily throwing a fit about moving Elena car traffic to bike lanes, simply because they've got to still at least.

Worry about work classification, [00:33:00] even if it's not as big of a threat as it was 18 months ago. Um, and one of the ways also that cities, if they're going to bug their budget deficit, if they're gonna try to raise taxes in lots of different ways, and that will include, uh, raising accurate in fees, on ride sharing.

And so, and that will have a direct decrease in customer demand for the platform. So I, I'm not super worried about them trying to push back. Uh, on a microbotic company, it's over things like bike space, simply because they've got bigger problems. Uh, here's a mechanics question for, for advocacy. Um, when competing for a concession in a city, have you found that being based in that city or having a large office there has helped your bed?

Yeah. Yeah. I, I do think so. Um, not to say that you can't win without it. Um, but, but clearly there's a, a good political narrative. Um, B, especially in times like this, where jobs are really tight, um, it really makes [00:34:00] sense for the mayor, if want to say, Hey, we just created, you know, 18 new jobs in South Bronx because we awarded this concession to this local company.

So yeah, I, I do think it's an advantage. Um, look as less of an advantage if there are multiple bidders, uh, from your city, but if you're the only one that a little xenophobia in your campaign may go along by. Uh, okay. Maybe the last question here. Um, this is, open-ended what, what's the best way for scooter writers to advocate for more micro mobility in cities?

Yeah, it's a, it's it's a great question. And I think it is, um, demonstrating that demand to politicians because they're looking to read the political tea leaves on the voters are saying, I want this. Uh, it's a lot easier to do now. Typically it doesn't happen without the companies

organized, right? So people just on their own randomly condor city council member, uh, still has some impact, but it's a lot more [00:35:00] disparate.

Um, this stuff tends to work better with an organized campaign where you can deliver 8,000 calls into a single council member's office. And all of a sudden they're totally overwhelmed by it. Um, but in the interim, yeah, if you're that passionate go to your community board meetings and speak out in favor of it.

Call your council member, call the mayor, write a letters to the editor of your local papers and Bob's tweet about it. Um, you know, as we've been seeing the last few days and on wall street, like in some ways the power of people through grassroots and technology to accomplish things that you know, would have been impossible 15 years ago is pretty remarkable.

So the reason that all right, well, thanks so much, Bradley. Yeah. Thanks for having me guys. Yeah, what an amazing session, um, Bradley. I, uh, that was fantastic. And thank you so much for, uh, for bringing the, uh, bringing the good questions.