FORD MOBILITY city:one

Indianapolis City:One Challenge

Final Report

city:one

Welcome

City:One is a Ford Mobility initiative to transform cities by addressing mobility problems one person and one solution at a time.

We launched this initiative because we recognize that it can be a daunting task to plan for the dynamic and ever changing mobility needs of a city and its residents. The City:One framework zooms down to one person, one solution at a time to provide an intimate view of a city's needs and how they might be addressed with new innovative solutions.

One of our flagship programs is the City:One Challenge, an innovation competition that engages residents by elevating their unique transportation experiences then issues a call to action for entrepreneurs to propose innovative ideas to address them. Through this program, we have been able to elevate community voices into the mobility innovation process that have informed the design of targeted solutions launched in Indianapolis.

As a result of the Indianapolis City:One Challenge, we have been able to convene and engage more than 1200 people in Challenge activities, generated 120 proposals addressing mobility challenges and $425,000 in pilot funding that will support tangible, equitable mobility solutions for Indianapolis residents, workers and visitors.

Thank you,

Gina Schrader
Co Founder, City Solutions
FORD **MOBILITY**

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Introduction

Why the Challenge focused towards those particular areas

The City:One Indianapolis Challenge is a public-private partnership designed to crowdsource ideas that will transform transportation in Marion County.

The City:One Indianapolis Challenge engaged residents and decision makers in envisioning, designing and deploying new mobility solutions, through a community-centered design process that took place over a nine-month period.

- First, we engaged communities to share their needs and challenges, which helped to identify opportunity areas for mobility improvements. We also created a Steering Committee of representatives from government, industry and civic organizations that guided the Challenge content and direction.
- Then, we invited entrepreneurs to co-design solutions to address these areas.
- Finally, we awarded $125,000 in funding to two winners to pilot their idea in the real world and measure its impact on local mobility needs. The challenge also leveraged additional funding from IndyGo and the Central Indiana Community Foundation to support two more Challenge finalists that will pilot mobility solutions in Indianapolis.

This challenge is hosted by the Central Indiana Personal Mobility Network – a public-private collaboration that included the City of Indianapolis, IndyGo, the philanthropic community, the private sector, and other nonprofit organizations.

It is made possible through with local support from the Central Indiana Community Foundation, John and Sarah Lechleiter, Cummins, IndyGo, and the City of Indianapolis, as well as support from Ford Mobility and our City:One Challenge keynote sponsors AT&T, Dell Technologies and Microsoft.

Why is Access to Mobility Important?

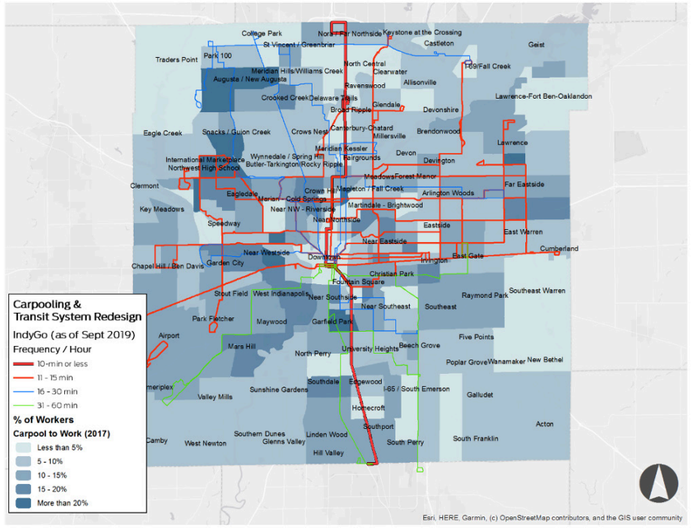
The Challenge aims to identify opportunities to create immediate impact for Marion County and support long-term improvements to how people get around the Indianapolis region.

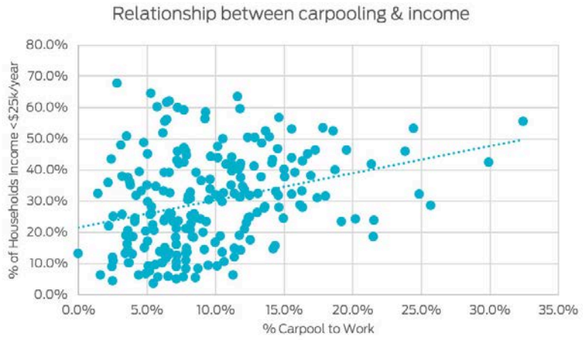
The large geographical size of Indianapolis—420 square miles—creates challenges for moving throughout the region due to limited high frequency transit, coupled by job centers that are increasingly far away from such transit. Given these factors, it can be difficult to move around without a car.

The ability to move easily from place to place increases access to economic, educational, and social opportunity. The Indianapolis of tomorrow aims to make this movement simple and affordable through an integrated transportation network where people can easily know and use options to move around city.

The Challenge was designed to foster the Personal Mobility Network values to:

- Promote opportunity and equity
- Ensure inclusive planning and decision making
- Seek flexible, innovative and adaptive ideas
- Develop sustainable funding sources and business models





Map © Ford Mobility – Global Data Insight & Analytics

Why is Access to Mobility Important?

When designing this network, the different needs and preferences of communities must be taken into account. To create choices that work for everyone, The City:One Indianapolis Challenge puts residents at the center of the conversation and dives deep to understand the barriers that keep the city and its residents from reaching their aspirations today.

Based on the goals of the Indianapolis Personal Mobility Network and the community stories we heard throughout the ten-week explore phase, we invited entrepreneurs to submit ideas around four opportunity areas that help answer a central question:

How might we... integrate transportation options to create a seamless experience for Indianapolis residents, workers and visitors as they move around Marion County?

Opportunity 1
Increase access to jobs, healthcare and education with multi-modal options and street designs that complement IndyGo service.

Opportunity 2
Enable smart ways for residents to choose between mobility modes and expand affordable options for low-income riders.

Opportunity 3
Enhance experiences for residents with various disabilities or other challenges that inhibit their ability to move around easily.

Opportunity 4
Expand comfort and ease of travel for families and children during non-car based trips.

City:One Challenge Process

What did the process look like?

1. Explore Phase

During this phase, we contextualized research collected from in-person community working sessions, online engagements, one-on-one interviews with subject matter experts and residents, quantitative survey data and a blend of data analytics. This was done over several weeks to understand the context and nuance of individuals' mobility challenges.

2. Propose Phase

The Propose phase is when we asked community members, entrepreneurs and established businesses for proposals to address the mobility challenges outlined during the Explore phase. We also continued online engagements and hosted innovation networking workshops where the community could offer feedback on proposals or vote for ones that they find the most interesting.

3. Refine Phase

A steering committee reviewed all proposals submitted and invited 12 finalists to build upon their ideas to provide more detailed proposals. The finalists participated in a workshop hosted in Indianapolis to refine their applications by working with community members, local organizations, and expert mentors to help them transform their ideas into more viable and detailed pilot proposals.

4. Select Phase

A panel of judges reviewed the finalists' proposals, heard their pitches, and interviewed them. Taking all of these inputs, judges evaluated each finalist based on the criteria set by the steering committee and chose winners to receive funding for piloting their idea.

5. Pilot Phase

During this final phase, Ford and winners aligned on a contract to implement their proposal with the funding support from the challenge. Pilots are implemented over the following 6-12 months and the city continues to collaborate with the winners to determine how to sustain the solution beyond the pilot phase.

Our Approach To Community Engagement

A community-centered design approach means that community voices are at the heart of the City:One Challenge process.

The Challenge hosted several Community Working Sessions to bring people together from across the city to develop a deep understanding of the mobility experiences faced by residents, businesses, community groups and visitors. Each session featured community panelists who shared their mobility journey experiences and focused on a different topic in mobility and transportation. To ensure local context is maintained, the Ford Mobility team hired local co-facilitators to help foster thoughtful conversations and develop ideas both online as well as during the workshops.

Community events were hosted at John H. Boner Center, Christamore House, CAFE Indy, and Kheprw Institute. Session Topics included Access to Jobs, Healthcare, and Education, Inclusive Mobility, Expanding Mobility Options, and Creating Affordable Transportation.

4 Community Working Sessions

2 Innovation Networking Events

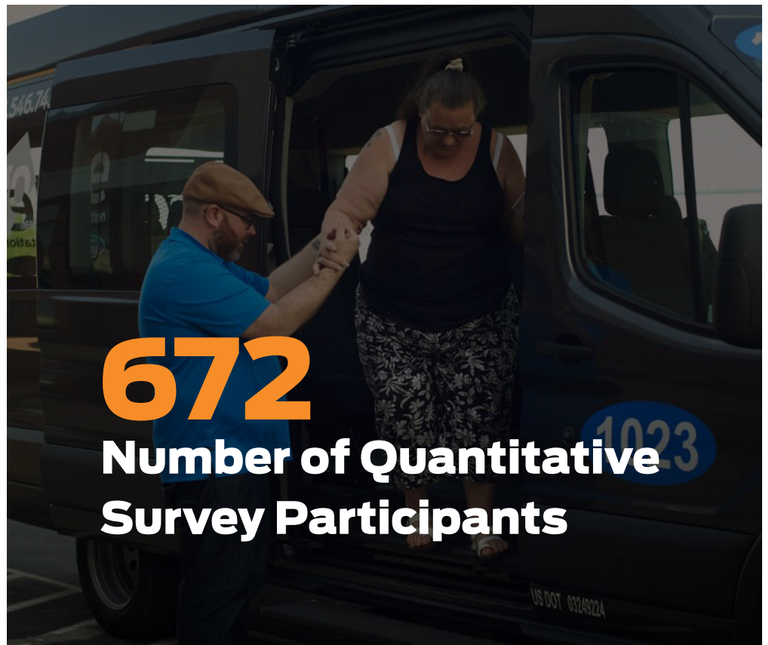
145 Number of Community Workshop Participants

399 Web Platform Visitors

10 Hours of 1:1 Interviews

120 Pilot idea Submissions

17 Digital Bulletin Board Participants



672 Number of Quantitative Survey Participants

840 Discussions Posts & Comments

12 Finalists

Key Explore Learnings and Opportunity Areas

As identified by activities implemented in the Explore phase, four Opportunity Areas shared the mobility needs of the Indianapolis community and helped to inform solution providers in developing targeted proposals.

Opportunity 1

Increase access to jobs, healthcare and education with multi-modal options and street designs that complement IndyGo service.

Key Insights

a. There are areas in Indianapolis where access to a car is necessary to participate in Indy's economic life

b. Within the transportation options available to residents, transit dependability has the biggest influence on mode choice

c. Access to groceries, pharmacies and other errands in evenings and weekends can be limited

d. Scooters and bikes require new and enhanced public infrastructure to be user- and pedestrian-safe and to support broader usage

Opportunity 2

Enable smart ways for residents to choose between mobility modes and expand affordable options for low-income riders.

Key Insights

a. With the expansion of options available, residents may need support in ways to re-allocate their personal mobility budgets

b. There is interest in using a mobile payment app to compare and pay for mobility options beyond transit

c. In lower-income areas of the city, neighborhood mobility models are desired to enable lower-cost trips to key destinations

d. New ways to distribute discounts and/or subsidies are desired, even required, to provide affordable options for certain trip types, specifically focused on access to basic needs (e.g. school, healthcare, food, etc.)

Opportunity 3

Enhance experiences for residents with various disabilities or other challenges that inhibit their ability to move around easily.

Key Insights

a. In order be a dependable option, ADA para-transit service needs to become more flexible and consistent with on-time arrivals

b. Residents with physical limitations, visual impairments, and/or extreme anxiety require additional tools and support

Opportunity 4

Expand comfort and ease of travel for families and children during non-car based trips.

Key Insights

a. Working residents would like to utilize flexible mobility solutions that better coordinate with school pick-up/drop-offs, child and elderly care, and after-work errands

b. Space and service design innovations are desired to make existing mobility options more fun and available to families traveling with children

Propose Phase

To generate ideation activity, the Challenge hosted two innovation networking events at the Tube Factory and Sun King Brewery attended by a total of 54 people..

Attendees received guidance on submitting a sound proposal and participated in on-site ideation and vetting with community members about their proposal ideas for improving mobility around the city.

Applicants ranged from local community members to local community organizations to startups from around the world. In total, applicants submitted 120 proposals to the Challenge.

Refine Phase

In order to enhance equity in all aspects of life and provide a platform for innovation and inclusion, the City:One Challenge commits to supporting diverse, broadly implementable proposals as a means to shift culture and create opportunities for all individuals.

In this spirit, the City:One Indianapolis Steering Committee evaluated proposals against three main criteria –feasibility, desirability and viability—with preference given to proposals that consider equity, solutions for all, community buy-in and economic value. The Committee invited twelve finalists from the pool of 120 proposed ideas to further refine and submit a final proposal. Each finalist received a stipend of $1,200 to support the development of their final proposal.

- **Desirability:** The proposal demonstrates how it can meet the needs of both the city and its intended user
- **Feasibility:** The proposal can be piloted with up to $100K and within 6 months, and it is operational within the current transportation system
- **Viability:** The proposal has a clear customer and a pathway to a sustainable service model

Finalist Profiles

AbleLink Smart Living Technologies

AbleLink's WayFinder is an innovative, cognitively accessible mobile travel app designed to enable independent use of transit systems by travelers with cognitive disabilities and others with special needs. It provides step-by-step travel instructions using pictures, audio, text and vibration prompts to facilitate independent travel.

Proposed Pilot

The Wayfinder app will enable individuals to transition from more expensive and less flexible para-transit services or having to rely on others to meet their transportation needs, to having the ability to independently travel when and where they want using IndyGo's fixed route system. The project is a collaborative effort between AbleLink, Easterseals Crossroads, and other collaborators in the Indianapolis metro area.

Briometrix

Briometrix uses the experience of the local Wheelchair Users (Brio Pilots) to determine the best routes for local, city and parkland destinations and transport connection.

Proposed Pilot

Briometrix will be working with local Indianapolis Brio Pilots to map 125 miles of the city. The Brio Pilots will be able to assess the 'first & last mile route analysis' of 15 key stops selected by the community. They will map the sidewalks Downtown, where access to medical centers, attractions, dining and other transport hubs is key to lifestyle and health needs. The Monon trail rounds out the project, which includes the joys of being surrounded by nature. With 10 trained local pilots and between $55,000 and $100,000, Briometrix can inform city leaders of city connectivity, quality of the user's journey, walkable and wheelable equity, and sidewalk maintenance.

Bukkaroo

Bukkaroo Ultimate Kids Kab Service (B.U.K.K.S.) provides premium transportation options for busy families with children between the ages of 4 – 15 years old. Whether it's a ride to grandma's house or a ride to an extra-curricular activity, B.U.K.K.S has service options to help families relieve the stress of being overwhelmed. Safety is its #1 priority so that parents are rest assured their child will have a safe, reliable, and enjoyable experience while in transport.

Proposed Pilot

B.U.K.K.S proposes to launch its service with charter and private schools within a 50-mile radius of Indianapolis that do not provide transportation for its students.

Finalist Profiles

GoKid

GoKid is an award-winning, venture-backed carpooling solution for schools, teams and families. GoKid uses an invitation-based system in which known parents or family members are volunteering to drive. The safety of the children is its utmost priority - only parents or their caregivers can drive - no strangers or paid drivers. GoKid's technology makes sure the driver needs to have their own child in the vehicle he or she is driving, and the last stop in the routing will always be that of the driving parent and their child.

Proposed Pilot

GoKid proposes to bring mobility to underserved communities in Indianapolis by implementing a shared carpool system in 20 Indianapolis schools for the 2020/21 school year. This mission-driven business model will help working families with their daily transportation needs and drastically reduce traffic and emissions.

Kboose

Kboose provides a critical service for those who need it the most. The staff at Kboose recognizes the clients served are the heart and soul of what Kboose does, which is why there is commitment to working with vulnerable communities and supporting seniors, those with disabilities and families with kids.

Proposed Pilot

Kboose proposes to launch a pilot in Indianapolis that focuses on supporting community members that have struggled to find mobility services that work for them, or work as a backup for them.

Lazarillo

Lazarillo is a free and easy-to-use mobile app that enables people with limited or no vision to navigate urban spaces autonomously, without having to ask for assistance from others. This social startup aims to increase the orientation and autonomy of people with visual and mobility disabilities, and help institutions improve the accessibility of their services.

Proposed Pilot

Lazarillo proposes to integrate with the IndyGo bus system to help users get to the stop, be alert in transit and reach their end destination. With its indoor/outdoor mapping system, the app would provide critical assistance in complicated transportation centers, such as the Julia M. Carson Transit center, by allowing users to receive audio information and indications to find their stop. Lazarillo will also integrate to the para-transit system and provide tools for the user to schedule, cancel and get estimated times of arrival.

Finalist Profiles

LookingBus

LookingBus

LookingBus is a connected vehicle technology that improves public transportation for people with disabilities and allows bus drivers to better serve their communities. By means of smart bus-stops and a slew of software applications, LookingBus alerts drivers when riders with disabilities are waiting at their next stop or need to exit the bus, allowing drivers to assist riders as needed.

Proposed Pilot

The LookingBus system will be free of charge and include license, hardware and software. The pilot fleet will include all Bus Rapid Transit (BRT) buses and associated bus stops, and the pilot will focus on outreach and training for drivers and riders.

MLK Center

MLK Center

The MLK Center is a neighborhood based community center providing a variety of events, activities, programs and support services for youth and families in the mid-north Indianapolis neighborhoods of Butler Tarkington, Crown Hill, Mapleton Fall Creek and Meridian Kessler.

Proposed Pilot

The MLK Center's Mid-Town-Get-Around pilot project is a neighborhood-based ride share program utilizing family friendly mini-vans. Its focus is on integrating existing transportation options with a new localized service for Indianapolis residents. The program will focus on low-income families with children who do not have a car or do not have access to a car, and will increase their access to jobs, health care, education and more.

Supervision

Supervision

Blind users can first utilize turn-by-turn navigation services to walk to the approximate location of the desired transit stop. When the user comes near to the transit stop, the SuperVision app performs visual recognition of the transit stop sign using the built-in trained object detection model. The app not only recognizes stop signs in the images captured by the device camera, but it also localizes the stop sign in the physical world by estimating the distance to the stop sign from the user's current location. Using voice and vibro-tactile feedback, the app provides real-time feedback to guide the user to walk toward the exact location of the transit stop.

Proposed Pilot

In this pilot, Supervision will implement a bus stop localization app specifically for IndyGo bus stop signs and evaluate its utility by observing users' app use behaviors and using questionnaires. The SuperVision smartphone application offers significant advantages over GPS-based navigation apps in helping blind and vision impaired people to navigate public transit. Its neural network training model provides increased accuracy and efficiency when attempting to locate bus stops, closing the "last 30-foot gap" problem.

Finalist Profiles

Sociali

Sociali is a ridesharing platform that provides reliable and affordable last mile transportation connectivity for the community. Sociali is powered by the community and can be instantly launched by anyone (parents, students, professionals) or schools, businesses, community centers, kids activity centers and enterprises.

Proposed Pilot

Sociali proposes to build a community-based platform that is serviced by and serves the needs of communities in Indianapolis. The platform will leverage the assets of the community to improve commuting and provide last mile needs for the community. Sociali will be the coordinator to help match local supply and demand, advocate potential options and be a catalyst in developing solution that addresses the specific needs of the community.

Tappy Guide

Tappy Guide is a mobile app that provides the first mile / last mile solution for the visually impaired, hearing impaired, senior citizens, and those with mobility impairments with real-time data and location. We provide outdoor navigation for directions and discovery when exploring new surroundings. No matter where you are, Tappy Guide will lead you in the right direction. Tappy Guide provides outdoor and indoor navigation at participating businesses such as office buildings, grocery stores, sporting/concert venues, museums, hospitals etc.

Proposed Pilot

By collecting the right infrastructure and transit data that pertains to those who are disabled, Tappy Guide will be able to help the city address the problem areas.

The Learning Tree

The Learning Tree is an association of neighbors that specializes in Asset Based Community Development, learning and education that improves the quality of lives of people, communities, schools and businesses.

Proposed Pilot

The Learning Tree proposes to hire residents to convene community groups to discuss how people can improve quality of life by accessing cultural, recreational and other social events across the city. The groups will further work with the Learning Tree team to determine the communication methods that will be most effective in reaching the target population. This will include how and where awareness materials should be located and distributed.

Refine Workshop

As part of the proposal refinement process, finalists gathered in Indianapolis to attend the one-day Refine Workshop.

Throughout the course of the workshop, finalists received business training and support to address the evaluation criteria. At the event, local community resource liaisons shared stories that offered finalists real exposure to the needs of community members. In turn, finalists developed a better understanding how their solutions may fit into the everyday realities experienced by community members. City leaders shared foundational understanding of the city and its mobility landscape followed by an exercise for finalists to help them think through the details of their piloting approach and implementation strategy. Connections made at this event led to proposal collaborations between finalists and local community groups.

Selecting A Pilot Winner

After a thoughtful process of inclusive engagement, research analysis, and idea refinement, each finalist submitted a proposal that targeted the mobility needs of Indianapolis residents, workers and visitors.

Additionally, applicants pitched their proposal and participated in a final Q&A session with Challenge judges, who evaluated the proposals against the evaluation criteria to select winners.

As a result, the City awarded two Challenge winners—Indianapolis-based The Learning Tree and Denver-based AbleLink Smartliving Technologies—with funding to launch their pilot in Indianapolis in the amount of $50,000 and $75,000, respectively. In addition to the Challenge-funded pilots, IndyGo's Board of Directors approved a total of $300,000 for funding to be used in partnership with Central Indiana Community Foundation to fund two additional pilot proposals.

As a result of the Challenge, four mobility pilots totaling $425,000 will be launched in Indianapolis.

Finale Event

To close the Challenge Experience, the City:One Indianapolis Challenge hosted a finale event that brought together community members, city and community leadership, representatives from industry and innovators in celebration.

The event, hosted at Tinker House Events and catered by local vendor Black Plate Catering, offered attendees to participate in activities and share final reflections about their personal Challenge experience. The event aimed to increase visibility of all finalist solutions and create a networking opportunity to potentially key up future collaborations. Several finalists connected with key city and community leadership at the event to explore potential collaborations.

Challenge Winners

AbleLink Smart Living Technologies

Awarded $75,000, AbleLink's pilot aims to enhance transportation for individuals with cognitive disabilities using the WayFinder Ecosystem. WayFinder operates on iOS and Android mobile devices and uses GPS and personalized visual, audio, and vibration prompts to allow individuals with cognitive disabilities to be able to use fixed route public transportation independently.

Pilot Overview:

AbleLink's WayFinder Ecosystem will launch a cloud-based SMART Route Library of existing fixed routes using GTFS and other sources of information, the SMART Route Builder application for person-centered route creation, and will implement a custom WayFinder app that will interface with City of Indianapolis infrastructure. The team will partner with Easterseals Crossroads, a local intellectual disability service provider agency, to identify a group of individuals who are currently using IndyGo's Open Door para-transit services but may be able to transition to fixed route services with the added supports of the WayFinder Ecosystem. It is hypothesized that at least 75% of the individuals in the pilot group will be able to successfully transition to fixed route services for one to four frequently used routes per week.

The Learning Tree

With their $50,000 award, The Learning Tree's "Knowledge = The Power of Mobility" proposal aims to work with nontraditional transportation providers to collect baseline data about the challenges that people in low income communities experience in accessing transportation to cultural and recreational activities in Indianapolis. Collected data will be evaluated to develop ways for increasing information about existing transportation options and creating additional means of moving around the city.

Pilot Overview:

During the pilot phase, the Learning Tree will hire residents to convene community groups to discuss how and where awareness materials should be located and distributed. The Learning Tree will hire current nontraditional transit providers to assist with distribution of print materials. Those hired will connect with community anchors—such as schools, recreational facilities, and childcare providers—to identify frequently used communication systems and incorporate those systems into the educational campaign. Data will be collected about knowledge acquisition, transit use (including ease of use) and other data points to determine impact on knowledge and behavior.

Pilots supported by IndyGo and Central Indiana Community Foundation

Leveraging the City:One Challenge process, IndyGo further identified two finalists that aligned with the agency's core strategic goals and addressed challenges identified by the community.

MLK Center

Through this effort, the MLK Center will partner with IndyGo to develop and pilot a neighborhood-based microtransit service utilizing wheelchair accessible and family friendly vehicles to connect Midtown residents to jobs, school, health care, and first/last mile connections to fixed transit routes. The MLK Center will receive four vehicles along with support for maintenance.

Briometrix

Briometrix will work with IndyGo on its "City on Wheels" proposal to digitally map and assess the health and integrity of 61 miles of sidewalk infrastructure along the Red Line bus rapid transit line. The pilot will equip and employ up to five local residents who use wheelchairs to survey the pathways. Finding will be used in the development of pedestrian infrastructure along the Purple and Blue Lines and will be available to the public.

Looking Forward

Lessons Learned from a Public-Private Partnership "Gone Right"

Mobility design has the opportunity to include or exclude any individual from accessing the service or product created. During the Challenge, we heard from Indianapolis residents about some of the real mobility issues and concerns that they face related to choice, time, cost and ability and how this impacts one's ability to participate fully in life. Even in attempting to attend the Challenge activities, residents found difficulty in fully participating due to the lack of mobility options that could get them to an event but with no reliable option to return home.

Whether someone misses a doctor's appointment, job interview or fun event, we have learned that a lack of participation doesn't only negatively impact that one individual. Rather, the entire community loses from the missed potential contributions to society and the region's economy. Through the City:One Challenge's inclusive design principles, we have explored how creating with, not only for, the Indianapolis community leads to solutions that will help to have a tangible impact on how a person moves around the city.

What can this look like?

Designing Solutions with Communities:
Community engagement goes beyond the planning process and should be permeated from start to finish. When designing mobility solutions, community voices must be elevated to express the needs of the community and actively lead the design. As solutions are piloted, the community must be an active participant in testing and evaluating the solution. This feedback will support iteration of the design to help identify and address problems with the design before the solution is launched to the greater community. Finally, community members themselves must provide the input to who is the best messenger and what is the best medium for reaching out to community.

Building Trusting Relationships:
The role and importance of trust in mobility design can make or break a successful implementation and its long-term success. Of utmost importance is ensuring community members have a meaningful seat at the table. These individuals should represent different abilities, incomes, races and ages—to name a few. Trust is not developed overnight and requires ongoing commitment to listen and resolve to act upon what is shared. When a solution is created and launched, onboarding information and training—led by trusted community leaders—addresses the fear of the unknown by providing the information to use solutions by those that have had long-term investment in the community's success.

Focus on Freedom:
In discussing mobility journeys, often the emphasis is on access to healthcare, food and employment. In addition to these destinations, Indianapolis residents overwhelmingly shared that their quality of life was impacted by the lack of reliability and choices to access entertainment and recreation. All pilots focused on this aspect of increasing freedom of movement and increasing choices to where and how an individual moves around Marion County.

Thank you to the City of Indianapolis and all of the Challenge Collaborators

The Ford Mobility, City Innovations team would like to thank the many collaborators and leaders for joining them on this journey and making the Indianapolis City:One Challenge possible.

We appreciate the collaboration from the City of Indianapolis, Central Indiana Community Foundation, Cummins, IndyGo, and the many local organizations that made the 2019 Indianapolis City:One Challenge possible including:

Boys & Girls Club of Indianapolis, Copper Mountain Technologies, Cummins, Energy Systems Network (CICP), Indiana Statewide Independent Living Council, Indiana University Health, Indy Chamber, Pacers Bikeshare, Metropolitan Planning Organization, Indianapolis Urban League, and Health and Hospital Corporation of Marion County

The Indianapolis City:One Challenge also received significant support, guidance and input from **Engaging Solutions**, our Community Experience Design Lead in Indianapolis, and our community collaborators: **Central Indiana Community Foundation Community Ambassadors, Community Resource Liaisons (Susan Jones and Liz Durden), Easterseals Crossroads, Akoben Academy, Health by Design, and IndyIOT**.

Please note - The information contained in this report is intended solely as a summary of insights from Ford's limited research and shall not be relied on for any purpose. The information contained in this report is not, and should not be construed as, an advert, an offer, bid or solicitation in relation to the Challenge. Ford makes no representation, warranty or guarantee as to, and shall not be responsible for, the accuracy or completeness of any information contained in this report.

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