

The Interstate Bridge Replacement program (IBR) defines Equity as both a *process* and an *outcome*.

Process Equity means centering and empowering the voices of communities who have historically been disenfranchised and excluded from decision-making processes in transportation projects, while providing resources to address barriers to meaningful participation.

Outcome Equity means ensuring access to the economic opportunities and transportation benefits created by the program while avoiding further harm to historically marginalized and underserved communities in the program area.

Applying this definition to the program includes a commitment to:

- Honoring the history of Indigenous peoples who have lived in the program area since time immemorial
- Maintaining transparency and accountability in program processes and decisions
- Acknowledging historic, present, and potential future inequities—including displacement and burdens related to transportation costs—and identifying strategies to address these inequities
- Proactively engaging members of the following communities:
 - BIPOC communities (Black, Indigenous, and People of Color)
 - People with disabilities
 - Communities with limited English proficiency (LEP)
 - Persons with lower income
 - Houseless individuals and families
 - Immigrants and refugees
 - Young people