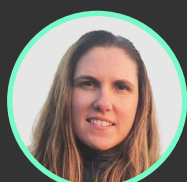


## Gabrielle Borin

Global Leader, Environmental Planning Practice and Global Technology Leader  
Environmental Impact Assessment

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Gabrielle has more than 30 years of experience in environmental consulting and regulatory agency compliance for oil and gas, electric transmission, renewables, pipelines, and mining projects spanning project inception and permitting through construction, reclamation and operations. She specializes in environmental impact assessments for large-scale projects and is a recognized industry leader in NEPA compliance, endangered species, migratory birds, and Federal Energy Regulatory Commission-regulated pipelines. Gabrielle has experience working across the U.S., including Alaska, for both private capital project clients, as well as federal agencies. As the Global Technology Leader for the Environmental Impact Assessment, she leads technical knowledge transfer through Jacobs' Communities of Practice, fosters digital solutions and other innovations to meet project needs, disseminates market news and regulatory updates to clients, and promotes delivery excellence and safety on all projects.



## Michelle Rau

PMP, NAEP Board of Directors (Secretary)  
U.S. National Environmental Policy Act Practice Leader

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Michelle has more than 20 years of experience as an environmental planner and over 15 years of experience as an environmental project manager. She currently serves as the NEPA Practice Leader for nearly 200 environmental practitioners. Michelle works as a project manager and technical lead on Federal environmental compliance projects, including large scale and controversial Environmental Impact Statements. She has managed nearly all aspects of the environmental compliance process, including NEPA, Executive Order (EO) 12114 (international NEPA), Clean Water Act 404 permits, ESA Section 7 consultations, NHPA Section 106 consultations and state, county and regional permits. Michelle's portfolio of clients includes the U.S. Department of Defense (U.S. Army, U.S. Air Force, U.S. Army Corps of Engineers, Defense Advanced Research Projects Agency and the National Geospatial-Intelligence Agency), NASA, Bureau of Land Management, Federal Emergency Management Agency, Federal Highway Administration and the National Science Foundation.



## Fred Wagner

Principal Environmental Advisor

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Fred has worked on complex environmental reviews from his very first day at the U.S. Department of Justice Environment Division in 1987 until his recent arrival at Jacobs in March 2025. Over the course of his career, he has partnered with public agencies and private developers across all major sectors of the American economy to help prepare excellent NEPA documents and to defend those documents in court. Fred has worked on the successful completion of environmental assessments and environmental impact statements for major highway, bridge, freight and passenger rail, and transit projects, proposals to expand domestic mining production, urban sports facilities and arenas, onshore and off-shore renewable and traditional energy development, forest and rangeland management plans, and the development of a new Presidential Center in Chicago. Most recently, Fred was counsel of record in the consequential NEPA case, Seven County Infrastructure, now pending in the U.S. Supreme Court. He served as Chief Counsel of the U.S. Federal Highway Administration from 2010-2014. In that capacity, he helped lead inter-agency efforts to reform NEPA reviews and project permitting. Those efforts led to substantial legislative and regulatory accomplishments reflected in transportation reauthorization bills (MAP-21 and the FAST Act) and the origins of the Federal Permitting Council. Fred also helps clients obtain federal permit approvals across the full spectrum of environmental and natural resources programs folded into NEPA reviews, including Clean Water Act Section 404/401 permits, cultural and historic resources analyses, Section 7 ESA consultations and approvals, Coast Guard navigability reviews, and petitions before the Surface Transportation Board. Fred serves on the Board of Advisors to the Eno Center for Transportation and as Chair of the Policy and Organization Group for the Transportation Research Board. He is a frequent speaker and lecturer on a wide variety of environmental policy issues and legal ethics. He is pleased to now be a part of Jacobs' excellent team of environmental practitioners.



## Joseph Thacker

Client Solutions Leader and Senior Scientist Technologist

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Joe has more than 30 years of professional experience in a wide range of environmental fields including NEPA studies, Federal Energy Regulatory Commission (FERC) Resource Reports, U.S. Coast Guard Topic Reports, property assessments, permitting, threatened and endangered species assessments and consultation, geological and mineral resources reports, land use reports, soils reports and feasibility studies. He is the Head of Jacobs' Regulatory Council, has field experience in 25+ states and has obtained Section 404 Permits in 19 different U.S. Army Corps of Engineers Districts. His projects have required consultation with the FERC, Bureau of Land Management, U.S. Fish and Wildlife Service, Natural Resources Conservation Service, Farm Service Agency, and numerous state environmental and game and fish agencies.