

IAP Outlier Series 02-2020



Jorge Roberts, IAP00811 (2013)
CEO, AvPORTS

“Thanks to AMPAP I have a deeper understanding of the challenges in the airport industry and I am now better equipped to manage them. It is an invaluable asset.”

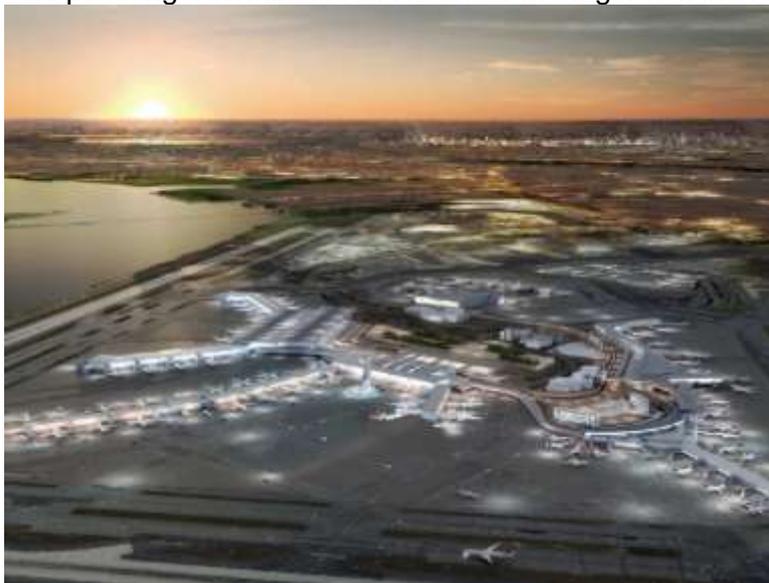
As a person of many interests, I fit the definition of a “jack of all trades and master of none.” My incursion into the airport industry was serendipitous. I come from a family of medical professionals and seamen. However, airports always intrigued me.

Growing up in both Mexico and US, I was always interested in the intersection of business, policy and economic and international development. Airports more than satisfy my intellectual curiosity and professional interest as they sit in the middle of this intersection and are one of the most powerful engines of economic development that exists today. Airports are perpetually dynamic entities and function like mini cities and airport management allows me to oversee many functions with no day being the same.

My initial exposure to aviation was during my tenure at Merrill Lynch’s Investment Banking in London where I covered transportation companies. After the financial crisis, I moved to Houston to join the global airport investor and operator ADC & HAS Airports (today Airports Worldwide), an airport investment and management platform between the Canadian pension OMERS, the pioneering airport P3 company ADC, and Houston Airports (HAS).

At Airports Worldwide, I was involved in every function of an airport and was part of the team that grew a portfolio to 10 airports and passenger terminal facilities under management in the US, Latin America and Europe. During this time, I was fortunate to complete AMPAP, which helped me build my professional confidence as it formalized my knowledge from the practical training I was receiving. I had explored other airport management programs, but none were as global and strategic as AMPAP.

The competency development I received during the AMPAP courses have been key to my successful progression in management roles at various companies such as at CCR, a large Brazilian transportation concessionaire, and the Carlyle



Jorge Roberts co-led the proposal for the largest P3 project of the \$7 billion New Terminal One at New York’s JFK Airport

Airport Group, the successful developer of the new \$7 billion Terminal One at JFK Airport.

For the past twelve years, I have worked with institutional infrastructure investors and airport operators in airport public-private partnerships (PPPs or P3s) and have been exposed to all functions and components of an airport's value-chain. This career has allowed me to travel to airports in over 45 countries and be involved in dozens of privately and publicly run airports in the US and around the world.

Today, I am the CEO of AvPORTS, the largest privately-owned airport operator in the US which started as a division of Pan Am World Airways in 1927 and is currently owned by West Street Infrastructure Partners III, a family of infrastructure investment funds managed by the Merchant Banking Division of The Goldman Sachs Group.

In my role as CEO I not only use my AMPAP training to oversee the management of nine airports and over 650 employees, but I also benefit from the AMPAP alumni network to gain additional and diverse perspectives and build long-lasting professional relationships. For example, through the AMPAP network, I met Arturo Garcia (AMPAP 2011), whom I recruited as Chief Operating Officer (COO) of our company.



Jorge Roberts with one of the nine airport management teams he oversees from Westchester County Airport in White Plains, NY