

Maryela Penate

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Summary

Impact-Driven and Solution-Oriented IT Project Professional with 9+ years of experience leading cross-functional teams and delivering complex projects in aviation, fintech, healthcare, and business development. Adept at managing all phases of the project lifecycle using Agile, Waterfall, SAFe, Hybrid, and Kanban methodologies. Recognized for a strong backbone, can-do attitude, and ability to thrive in high-pressure, ambiguous environments. Brings proven expertise in strategic planning, financial and budget management, process improvement, and stakeholder communication. Skilled in risk mitigation, governance, change management, and conflict resolution. Demonstrates vision and influence to ensure clear objectives and team alignment, communicates complex information with detail and thoroughness, and provides coaching and mentoring to support team development and overcome challenges.

Certifications

PSM- Professional Scum Master
Professional Scrum Product Owner I
LSSGB- Lean Six Sigma Green Belt

Scrum.org
Scrum.org
Council for Six Sigma Certification (CSSC)

Education

University of Texas at San Antonio
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Texas A&M at San Antonio
San Antonio College

MBA, Masters of Business Administration
Graduate Certificate in Project Management
BBA, International Business Management
AA, Associate of Arts

Skills of Qualification

- Strategic Planning & Support
- IT Project Management (Agile, Waterfall, Hybrid, SAFe, Kanban)
- Financial & Budget Management
- Data Analysis & Reporting
- Operational Efficiency & Process Improvement
- Stakeholder Management & Communication
- Risk Mitigation & Governance
- Change Management & Team Enablement
- Conflict Resolution & Resilience
- Leadership, Facilitation & Mentoring
- Product Management
- Project Management Software (SDP, JIRA, Planview, Project Place)
- Scheduling, Backlog Management, Documentation

Professional Experience

USAA (Contractor)

Digital Technical Program Manager (DTPM)

May 2026 to Present

- Direct a complex, multi-initiative digital messaging program from inception through delivery, orchestrating project schedules, roadmaps, and multi-million dollar budgets to achieve broad strategic goals.
- Drive cross-functional collaboration across product, design, marketing, and engineering teams to translate complex business requirements into actionable project plans.
- Manage end-to-end project workflows and daily stand-ups utilizing Jira Workflow Management (JWM), maintaining high stakeholder engagement and proactive risk mitigation.
- Lead enterprise-scale design operations and experience optimization initiatives focused on member communications across banking and payments experiences.

- Coordinate cross-functional delivery efforts across UX, product, engineering, compliance, CMS, and content strategy teams to ensure successful execution of complex messaging initiatives.
- Facilitate Agile ceremonies including stand-ups, backlog refinement, dependency management, and delivery tracking using Jira and JWM.
- Partner with stakeholders to define business and design requirements while aligning delivery timelines, compliance controls, and operational priorities.
- Create and maintain end-to-end journey maps to identify friction points and opportunities to simplify member experiences.
- Leverage analytics and reporting metrics including CTA engagement, opt-out rates, and communication performance to guide optimization strategies and improve operational effectiveness.
- Drive organizational alignment through stakeholder presentations, working sessions, and cross-functional facilitation efforts.

Key Achievement

- Improved operational alignment and delivery efficiency across enterprise messaging initiatives while advancing scalable, member-centered communication standards aligned with compliance and UX best practices.

City of San Antonio

IT Project Manager II

San Antonio International Airport (Contractor)

January 2024 to September 2025

- Led cross-functional teams in planning, tracking, and facilitating project activities using Agile (Scrum, Kanban) and traditional methodologies.
- Developed comprehensive project plans, identified interdependencies, and managed critical paths across multiple projects and platforms.
- Negotiated project budgets, provided accurate estimations, and implemented resource allocation strategies.
- Designed and implemented risk mitigation plans and systems to proactively address project roadblocks.
- Delivered multiple complex enterprise projects concurrently, ensuring on-time and within-budget completion.
- Provided work direction, prioritization, and performance feedback to Agile teams, fostering a high-performing and collaborative environment.
- Facilitated project kickoff meetings, daily stand-ups, and clear communication of roles and expectations.
- Collaborated with sponsors, product managers, and stakeholders to align project goals with business objectives.
- Mentored and coached IT team members in delivery management best practices.
- Implemented lessons learned to improve future project execution and team performance.

Key Achievements:

- Identified over \$1 million in cost savings through detailed project audits.
- Enhanced customer satisfaction by 25% through improved project processes and templates.

IBC Bank

IT Project Manager

February 2020 to December 2023

- Led a digital banking program with 18 interconnected projects, enhancing online platforms and operational efficiency.
- Managed project budgets exceeding \$8 million, consistently delivering within scope, time, and budget.
- Oversaw conversion of 175 branches to a new Teller application, ensuring smooth transitions and minimal disruption.
- Developed and executed project management plans, including scope, schedule, resource allocation, risk management, and stakeholder strategies.
- Built and motivated high-performing teams, fostering collaboration and results-oriented work environments.

- Collaborated closely with executives and business owners on scheduling, budgeting, and risk mitigation.
- Provided coaching and mentoring to team members, supporting professional development.
- Developed and implemented PMO procedures and SOPs, improving governance and project success rates.
- Implemented change management processes to manage scope, schedule, and budget changes.
- Build strong relationships with stakeholders at all levels, ensuring alignment and effective communication.

Key Achievements:

- Streamlined operations, reducing departmental staffing requirements by 80%.
- Implemented a fraud detection module, preventing \$750,000 in losses over two years.

Omega International Group

Program Coordinator & Business Development Manager

August 2017 to February 2020

- Launched two distinct programs (elder care and children's ESL) within 8 months, demonstrating rapid execution and effective delivery.
- Led market analysis, vendor selection, and contract negotiations, securing favorable terms and budget alignment.
- Served as primary liaison between US and China-based teams, managing vendor relationships and ensuring seamless communication.
- Managed office renovation projects, consistently delivering on time and within budget.
- Developed and delivered training programs for interns, supporting team development.
- Conducted needs assessments, gap analyses, and developed program goals, objectives, and evaluation metrics.
- Built and maintained strong relationships with community partners, funders, and program participants.

Key Achievements:

- International Liaison between China and USA employees and multiple vendors
- Rapid Program Delivery, Program Strategy, Cross-Functional Execution.