

Parkdale Center
2025 Annual Report



Providing Hope and
Rebuilding Lives

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The Future of Parkdale Center

As we reflect on the past year, we step into 2025 with deep gratitude and a forward-looking commitment to advancing hope, healing, and recovery for individuals facing addiction and substance use disorders. This year holds special significance as we proudly celebrate Parkdale Center's 10-year anniversary—a decade of service, growth, and unwavering dedication to transforming lives.

Over the past ten years, we have achieved meaningful milestones that speak to the heart of our mission. From expanding our continuum of care to reaching thousands of individuals and families, our journey has been defined by compassion, innovation, and measurable impact. We have strengthened clinical outcomes through evidence-based practices, built lasting partnerships across healthcare and community systems, and played a role in advancing conversations that reduce stigma and promote recovery. These accomplishments are not just markers of time, but reflections of lives changed, hope restored, and communities strengthened.

This past year, in particular, has been marked by continued growth and resilience. We have expanded access to care through integrated services, enhanced our use of data-informed and trauma-responsive approaches, and embraced emerging best practices that meet the evolving needs of those we serve. Our partnerships have deepened, creating more seamless and supportive recovery pathways.

At the core of everything we do is our dedicated team. Their commitment to person-centered care, cultural humility, and clinical excellence continues to transform lives and uplift families. In 2025, we are also prioritizing workforce well-being, recognizing that sustainable, high-quality care begins with those who provide it.

We are incredibly proud of the progress our clients have made and the resilience they demonstrate every day. Recovery is not a destination but a dynamic journey, and we are honored to walk alongside each individual with respect, dignity, and unwavering support. As we look ahead, we remain focused on reducing stigma, expanding equitable access to care, and leading with innovation to meet the complex challenges of substance use treatment.

To our staff, partners, and community, thank you for being part of this 10-year journey. Your continued trust and collaboration have made these accomplishments possible and fuel our vision for the future. Together, we will continue to make a lasting impact—one life, one family, and one community at a time.

With gratitude and commitment,

Parkdale Center Executive Team



SUMMARY OF NATIONAL RESEARCH

Westwell et al. (2023) explored the role of validation as a form of social support in maintaining long-term sobriety among individuals recovering from alcohol use disorder (AUD). Using a qualitative design grounded in Personal Construct Psychology (PCP), the researchers conducted semi-structured interviews with 18 participants who had maintained sobriety for at least one year.

Findings reinforced the well-established importance of social support but extended this concept by highlighting validation of a person's "new sober identity" as a critical factor in sustained recovery. Participants reported that beyond practical help and encouragement, it was particularly meaningful when family, friends, and peers acknowledged, accepted, and reinforced their identity as a sober individual. This validation strengthened motivation and contributed to a sense of self-efficacy and belonging.

Conversely, when significant others failed to validate this identity by referencing past behaviors, expressing doubt, or encouraging drinking, participants experienced increased difficulty maintaining sobriety. Such identity invalidation could undermine recovery efforts and reinforce stigma associated with addiction.

The study emphasizes that recovery involves not only behavioral change but also identity transformation, aligning with the Social Identity Model of recovery. Validation from others supports this transformation by reinforcing new self-concepts and promoting intrinsic motivation. The authors recommend that self-help groups and support systems intentionally create opportunities for individuals to practice and receive validation of their sober identity, as well as educate families on their role in this process.

Overall, the study contributes to addiction literature by reframing social support to include relational and identity-based validation, highlighting its importance in sustaining long-term recovery.

Westwell, G., Burr, V., & Bartys, S. (2023). *An exploration of validation as a form of social support in maintaining sobriety*. *Addiction Research & Theory*. <https://doi.org/10.1080/16066359.2023.2221030>

Parkdale Center: An Answer to the Study

Parkdale Center's Partial Hospitalization Program (PHP), Intensive Outpatient Program (IOP), and Outpatient (OP) programs provide structured environments where social support and validation are embedded into daily recovery practices. These programs emphasize group therapy, peer interaction, and family involvement, which facilitate opportunities for individuals to receive recognition and reinforcement of their "new sober identity."

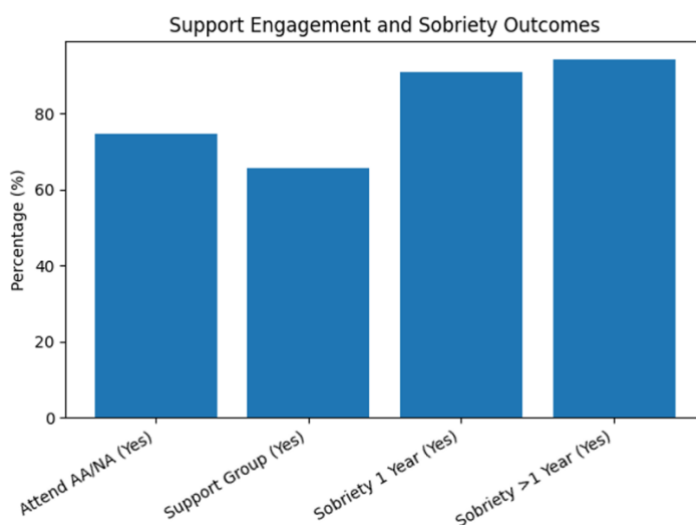
- **PHP** offers a highly structured, immersive setting where patients engage in multiple therapy sessions per day. This intensive format allows frequent interaction with peers and clinicians, fostering consistent validation of sobriety and identity transformation.
- **IOP** provides a slightly less intensive structure but still emphasizes social connection and peer support, giving participants ongoing reinforcement of their recovery identity in real-world contexts.

- **OP** supports long-term maintenance by offering continued therapy and peer support in outpatient settings, helping individuals sustain the validation and social reinforcement that Westwell et al. (2023) found critical for long-term sobriety.

By integrating group discussions, family education sessions, and individualized therapy, Parkdale Center programs operationalize the relational and identity-based support highlighted in the study. This alignment ensures that participants are not only practicing abstinence but are also socially recognized and supported in adopting a sober identity, directly reflecting the mechanisms identified as essential for sustained recovery as seen in Westwell et al.'s research.

SOBRIETY SURVEY

Each year, Parkdale Center conducts an Annual Sobriety Survey to assess the effectiveness of post-treatment support in sustaining long-term recovery. The 2025 data demonstrate a strong relationship between engagement in support systems and sustained sobriety when examined using percentages. Approximately 74.6% (50/67) of participants reported still attending AA or NA meetings, and 65.7% (44/67) indicated they were currently working with a support group. Sobriety outcomes were notably high, with 90.9% (50/55) maintaining sobriety at one-year post-discharge and 94.2% (49/52) sustaining sobriety beyond one year. In contrast, relapse rates were relatively low, with 9.1% (5/55) at one year and 5.8% (3/52) beyond one year. Overall, these findings suggest that a majority of participants remain engaged in recovery supports, and this continued involvement is associated with high rates of both short- and long-term sobriety, underscoring the critical role of social support in recovery maintenance.



QUALITY OUTCOMES AND INFORMATION TECHNOLOGY REPORT

The Quality Management Program at Parkdale Center systematically identifies key performance indicators across functional areas that influence operational effectiveness. It then develops the Utilization Management Project Plan to guide improvement initiatives for the upcoming year. Throughout 2025, these indicators were continuously monitored, analyzed for emerging trends and potential barriers, and addressed through strategic interventions to enhance performance.

This annual evaluation provides a detailed assessment of each goal and sub-goal, including completion status and recommendations for continued integration into the 2026 Quality Improvement Plan. Insights derived from this evaluation, combined with broader strategic planning efforts, will inform the development of the 2026-2030 Quality Plan to drive sustained organizational excellence.

Parkdale Center upholds the philosophy that enhancing patient satisfaction fosters greater adherence to medically prescribed regimens, ultimately improving health outcomes and supporting long-term recovery.

2025 Patient Satisfaction Survey Highlights

Partial Hospitalization Program (PHP) & Intensive Outpatient Program (IOP)

Parkdale Center LLC's 2025 Patient Satisfaction Reports for both the Partial Hospitalization Program (PHP) and Intensive Outpatient Program (IOP) demonstrate consistently high levels of patient satisfaction, reflecting the organization's strong commitment to delivering high-quality, patient-centered care across the continuum of services.

Across both programs, survey data collected using standardized Likert-scale tools revealed exceptional performance in all measured domains, including admission processes, staff interactions, safety, treatment engagement, and overall program effectiveness. Notably, the PHP achieved 100% positive responses (Strongly Agree or Agree) across all domains, while the IOP similarly exceeded established benchmarks, with greater than 95% positive ratings in all areas.

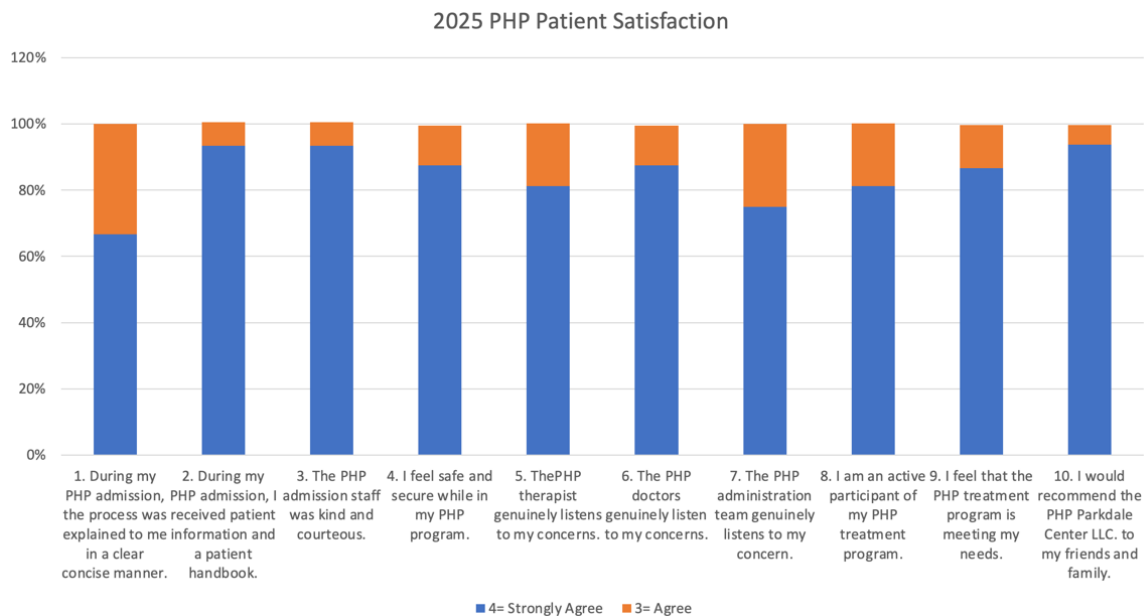
Key Strengths Identified:

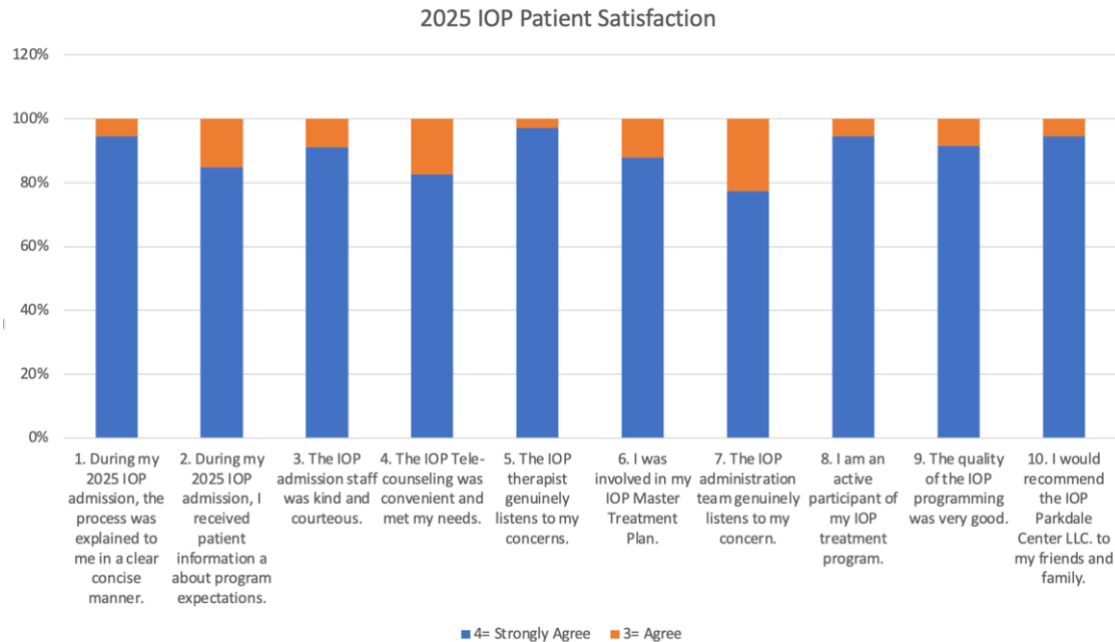
- **Effective Admission Processes & Communication:**
Patients in both PHP and IOP reported that admission procedures were clearly explained, with the majority strongly agreeing that they received comprehensive and understandable program information. This supports seamless onboarding and enhances early engagement in treatment.
- **Exceptional Staff Courtesy & Therapeutic Alliance:**
High ratings for kindness, respect, and professionalism among clinical and administrative staff highlight a strong culture of compassion. Therapist responsiveness was particularly notable, with up to 97% of IOP patients strongly agreeing that their concerns were heard, reinforcing the strength of the therapeutic relationship.
- **Safe and Supportive Treatment Environment:**
Patients consistently reported feeling safe and secure within the PHP setting, an essential component for effective recovery and sustained engagement.
- **Strong Patient Engagement & Program Effectiveness:**
Both programs demonstrated high levels of patient involvement in treatment planning, with up to 95% of IOP patients strongly agreeing they were active participants in their care. Patients also affirmed that services met their individual needs, indicating successful implementation of personalized, evidence-based treatment approaches.

- **High Patient Satisfaction & Recommendation Rates:**
Recommendation rates were exceptionally strong across both programs, with approximately 94% of patients indicating they would recommend Parkdale Center LLC services to others. This reflects a high level of patient trust, satisfaction, and perceived value of care.
- **Successful Integration of Tele-counseling (IOP):**
Telehealth services were well received, achieving 100% positive responses, demonstrating effectiveness and convenience while supporting access to care.

Conclusion:

The 2025 patient satisfaction findings affirm that Parkdale Center LLC delivers consistently high-quality care across both PHP and IOP services. The organization's strengths in patient education, staff engagement, safety, and individualized treatment planning position it as a leader in substance use disorder (SUD) services. Ongoing evaluation and responsiveness to patient feedback will support continuous quality improvement, ensuring that Parkdale Center LLC maintains excellence in care delivery while further enhancing patient experience and outcomes.





2025 Employee Engagement Survey

Parkdale Center’s annual Employee Satisfaction Survey received 11 responses this year, reflecting strong overall satisfaction and a highly engaged workforce. The data shows overwhelmingly positive relationships across nearly all categories. In terms of administrative relationships, 72.7% of employees strongly agreed, and 27.3% agreed that they are satisfied with their interactions with administration. Communication from administration was also rated positively, with 63.6% strongly agreeing and 27.3% agreeing, though 9.1% expressed dissatisfaction. Co-worker relationships remain a major strength, with 72.7% strongly agreeing and 27.3% agreeing that they are satisfied with team interactions. Employees also feel aligned with the organization’s goals, as 54.5% strongly agreed and 45.5% agreed that their work contributes meaningfully. Regarding role alignment, 45.5% strongly agreed and 45.5% agreed that they are doing the job they were hired to do, though one respondent (9.1%) disagreed. Overall job satisfaction is high, with 72.7% strongly agreeing and 27.3% agreeing.

Compensation shows the widest variation, with 45.5% strongly agreeing, 18.2% agreeing, and 36.4% disagreeing that they are satisfied with pay, making it the most notable area for improvement. Organizational culture received strong results, with 54.5% strongly agreeing and 36.4% agreeing that they are satisfied, though one respondent (9.1%) disagreed. Belief that Parkdale operates according to its mission also remains strong, with 54.5% strongly agreeing and 36.4% agreeing, while 9.1% disagreed. An impressive 72.7% strongly agreed, and 27.3% agreed that they would recommend Parkdale to friends and family, demonstrating high employee loyalty.

Open-ended feedback was predominantly positive, with comments such as “Great place to work,” “I’m very happy to be part of the team,” “We are a close-knit group,” and “I love Parkdale,” reinforcing the quantitative trends. Areas for improvement included concerns about consistency in relapse and discharge decisions, dissatisfaction with compensation levels, and a desire for clearer role definitions

and improved onboarding processes. One suggestion included developing a clear organizational flow chart to help new hires understand roles and reporting lines. Overall, the survey results reflect a strong, mission-driven culture with high employee morale, while also highlighting meaningful opportunities for organizational growth and enhanced communication.

Human Resource Report

Parkdale remains committed to rewarding, recognizing, and competitively compensating employees. Attracting and retaining qualified talent is a challenge that continues to persist in the healthcare industry. Thanks to Parkdale's strong total compensation package compared to the local market and the addiction treatment industry, and a Leadership Team that proactively plans for staffing contingencies, Parkdale continues to responsibly navigate the industry-wide healthcare staffing challenges.

In 2025, for the sixth consecutive year, Parkdale Center awarded staff an aggregate total of approximately \$10,000 in bonuses and holiday gifts.

In 2025, Parkdale continued offering a 401(k) retirement plan, group health insurance (including dental, vision, life, short-term & long-term disability, and AD&D), paid time off, and professional development reimbursement opportunities to eligible employees. Details of some of these benefits offered in 2025 are described below.

- Parkdale offered a maximum 80% match on up to 5% of an employee's elected salary deferral into the retirement plan. For example, if an employee contributes 5% of their salary, Parkdale will contribute 4% of that employee's salary to their retirement plan. In 2025, Parkdale made over \$18,000 of matching contributions to employee retirement plans, up ~18% from 2024. Approximately 73% of eligible employees participated in Parkdale's 401(k) Plan, up ~21% from the 2024 participation rate of ~57%.
- Parkdale continued contributing to the cost of employees' health insurance premiums by covering 50% of employee-only coverage.
- Parkdale continued providing a flexible paid time-off policy.
- Parkdale continued encouraging employees to participate in the company's Professional Development Expense Reimbursement Program to help offset costs to maintain education, training, or licensure costs required to retain professional certifications.

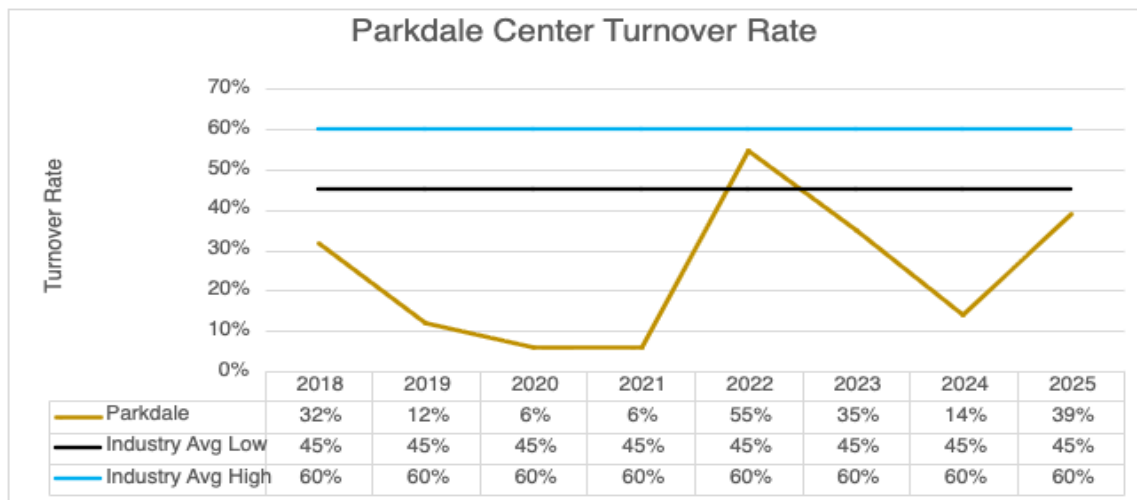
Employers' total benefit packages continue to be an important talent attraction and retention tool in the healthcare industry. Parkdale understands this competitive environment and remains committed to annually evaluating the company's total benefits package and modifying it as appropriate.

Vacancy:

On 12/31/25, for the sixth consecutive year, Parkdale's vacancy rate was 0%, meaning there were zero vacant positions for current needs. A consistently low vacancy rate demonstrates Parkdale's ability to anticipate staffing changes and address needs proactively.

Turnover:

In 2025, Parkdale's turnover rate was 39%. As illustrated in the chart below, Parkdale continues to considerably outperform the industry's average turnover rate.



The average turnover rate in the industry, according to a September 2022 article from the National Association of Addiction Treatment Providers^(a) and based on the best information available to Parkdale at the time, is estimated to be between 30% - 60%.

Looking ahead to 2026, Parkdale Leadership plans to emphasize the following priorities in HR:

1. Growing a strong, well-performing company-wide team with a turnover rate that consistently outperforms the addiction treatment center industry.
2. Ongoing evaluation of when and how to expand clinical, administrative, and professional staffing.
3. Building a culture that emphasizes regular, transparent communication between staff and leadership.
4. Providing staff with professional development opportunities that pertain to their roles and responsibilities within the organization

Reference

- (a) <https://www.naatp.org/resources/blog/workforce-turnover-substance-use-disorder-organizations-why-it%E2%80%99s-happening-and-how>.

Finance Report

Patients Services Provided

In 2025, Parkdale provided patient services in five key areas:

- 1) Evaluations (initial and back-to-work)
- 2) PHP (Partial Hospitalization Program)
- 3) IOP (Intensive Outpatient Program)
- 4) Aftercare
- 5) Individual Counseling

Considering all service lines, Parkdale served 9% more distinct patients in 2025 than in 2024 (272 in '25 vs 249 in '24). The 272 distinct patients served in 2025 represent a 75% growth from the 155 distinct patients served in 2021.

The growth in the number of distinct patients served mirrors the growth in PHP patients because nearly all IOP patients first went through Parkdale's PHP program. (That is, there were only a few distinct patients who participated only in IOP in 2021).

Patients Served: PHP

In 2025, the number of patients served in PHP decreased by 18% compared to 2024 (from 133 in '24 to 109 in '25). This reduction is a result of Parkdale's efforts to diversify its revenue streams across all service lines, as well as consumers having less financial flexibility (than years past) to afford treatment. Parkdale Leadership considers the number of PHP served remaining relatively flat in 2024 a success, given how the economy's inflationary pressures adversely impact patients' ability to afford treatment, even with insurance.

Patients Served: IOP

Parkdale served 21% less patients across all IOP Programs in 2025 than 2024 (111 in '25 vs 141 in '24). On-site IOP patients served decreased by 13% (from 90 in '24 to 78 in '25). Virtual IOP patients decreased by 35% (from 51 in '24 to 33 in '25).

Parkdale anticipates the virtual IOP service line to continue growing faster than on-site IOP, especially once Indiana's interstate compact for mental health services opens up.

Patients Served: Aftercare:

The number of patients served in Aftercare increased from 2023 to 2024, with 55 patients in '24 and 67 patients in '25. Parkdale does not anticipate strong growth from the Aftercare service line because many patients are instead electing to receive Individual Counseling.

Parkdale strongly encourages patients to complete the 'continuum of care' by participating in an Aftercare program for at least one year after successfully completing the PHP and IOP programs.

(The one-year recommendation is because the first year after treatment is evidenced to be the period of highest relapse risk).

Patients Served: Individual Counseling

Parkdale served 17% more patients for Individual Counseling in 2025 compared to 2024 (104 in '25 vs. 89 in '24). Individual Counseling, for the second consecutive year, remains Parkdale's fastest-growing service line. More details on the growth of Parkdale's Individual Counseling is discussed in the revenue analysis below.

Payor Mix

As evidenced by the All-Services Payor Mix chart below, in 2025, Parkdale's payor mix was 65% insurance and 35% private pay. This is a slight difference from 2023, when the payor mix was 62% insurance and 38% private pay. The trend towards a larger percentage of payments coming from insurance payors, especially Anthem (30.7% in 2023 vs. 36.7% in 2024), is influenced by relationships Parkdale continues to develop with employers, unions, and other professional associations whose members are covered by Anthem.

CHART: PAYOR MIX FOR ALL SERVICES

Facility Network		2024	2025	Variance
Payor	Status			
Anthem	IN	36.7%	33.4%	-3.3%
Private Pay	n/a	35.5%	47.2%	11.7%
UHC	IN	10.5%	11.5%	1.0%
All Others	Varies	7.4%	3.6%	-3.8%
Cigna	IN	3.1%	1.9%	-1.2%
Aetna	OUT	2.4%	1.8%	-0.6%
Tri-Care	Certified Provider	2.1%	0.6%	-1.5%
Community Health	IN	1.3%	0.0%	-1.3%
IU Health	IN	1.0%	0.0%	-1.0%

A final point of analysis on Parkdale's Payor mix considers the percentage of total insurance revenue that comes from each insurance company. The chart below provides this breakdown. The increased reliance on Anthem as an insurance payor, as mentioned previously in this section, is driven by Parkdale's strategic relationships with employers, unions, and other professional associations whose members are covered by Anthem.

CHART: PERCENT OF TOTAL INSURANCE REVENUE BY INSURANCE PAYOR

Payor	Facility Network Status	% of all Insurance Revenue in 2024	% of all Insurance Revenue in 2025	Variance
Anthem	IN	57.0%	63.0%	6.0%
UHC	IN	16.3%	21.8%	5.5%
All Others	Varies	11.4%	6.9%	-4.5%
Cigna	IN	4.7%	3.6%	-1.1%
Aetna	OUT	3.7%	3.5%	-0.2%
Tri-Care	IN	3.3%	1.2%	-2.1%
Community Health	IN	2.0%	0.0%	-2.0%
IU Health	IN	1.6%	0.0%	-1.6%

Parkdale continually monitors its insurance payor mix and is working to diversify it by going in-network with more insurance companies. However, given the prominence of Anthem’s insurance network in the United States, Anthem will likely remain the largest insurance payor for medical services provided by Parkdale for the foreseeable future. Recognizing this, Parkdale Leadership has emphasized growing value-added non-medical services, such as structured living, professional advocacy, and family support services, to reduce some of the reliance on a single payor.

Revenue Performance (all data based on accrual):

In 2025, Parkdale Center’s revenues decreased by ~5.6% compared to 2024. Parkdale fell short of its 2025 budgeted revenue by ~5.4%.

For the second consecutive year, Individual Counseling is Parkdale’s fastest-growing service line based on revenue. In 2025, Virtual Individual Counseling grew ~25% while In-Person Individual Counseling grew ~9%, compared to 2024. The affordability and ease of access to virtual counseling sessions is proving a draw for many new patients. Such growth is reflective of the broader theme embraced by US consumers that emphasizes affordability and staying at home.

Combined, Parkdale’s PHP and on-site IOP programs remained Parkdale’s top revenue-producing service lines, accounting for more than 67% and 69% of the Parkdale Center’s total revenue in 2025 and 2024, respectively.

Net Operating Income Performance:

On an adjusted, normalized basis, and after backing out one-time costs associated with the Bradford Health Services transaction, Parkdale Center’s net income increased by approximately ~5%.

Parkdale’s 2025 normalized net operating income was within 5% of expectations. Achieving this earnings performance in the face of continued economic pressures, including rising labor and insurance costs, shifting consumer behavior towards less spending, considerable economic and societal uncertainty, and limited increases in contracted rates with insurance payors, is a testimony to Parkdale’s ongoing emphasis on prudent fiscal management and good planning.

Key Financial Improvements and Plans:

Parkdale's Finance Team remains committed to continuously improving and streamlining its billing, collection, receivable, and expense management and reporting functions through talent acquisition, talent development, ongoing training, and embracing new technology solutions.

In 2026, Parkdale's finance team will be focused on integrating Parkdale's personnel with Bradford Health Services. The Parkdale finance team looks forward to joining Bradford's Shared Services team, where additional specialized service in key areas – such as billing, accounts receivables collection, and claim denial management, is anticipated to drive considerable efficiencies resulting in increased revenue and reduced expenses.

Like Parkdale, which, since opening in 2015, has invested ~\$600k into facility improvements, including ~\$120k in 2024, Bradford Health Services anticipates investing heavily into Parkdale's campus to expand the spectrum of services provided, enhance amenities for patients, and increase the number of patients that can be served at Parkdale.

Technology Improvements

In 2025, Parkdale Center's focus was to improve operational efficiency and productivity. There was very little change in the purchase or upgrading of technology, but there was a shift toward computers and printers, creating a standardized work environment. SIM2K implemented a new printer system on all computers connected to the three main house printers, as well as the printers in Billing and IOP. This change makes it easier to identify where documents are printed and helps to streamline the overall printing process.

The objectives of the 2025 technology focused on improving those of the 2024 objectives.

1. Operational Efficiency: Streamline workflows and reduce manual tasks.
2. Data Security: Implement stronger security measures to further protect sensitive information.
3. Employee Tools: Utilize more effective software and hardware to support employees' work.
4. Patient Experience: Strengthen patient-facing platforms to promote a more user-friendly experience.

Summary: The technology upgrade in 2025 took a step forward for Parkdale Center, enhancing our ability to serve and support employee operational efficiency.

Infrastructure Improvement Report

Healthcare facilities must maintain their property and equipment to ensure patient safety, operational efficiency, and regulatory compliance. Proper maintenance reduces the risk of equipment or other malfunctions that could lead to delays in care or compromised patient outcomes. Parkdale Center believes a well-maintained facility creates a safe and hygienic environment, minimizing infection risks and enhancing overall patient and staff well-being. Additionally, following maintenance protocols helps

Parkdale Center comply with accreditation standards and legal requirements, preventing potential fines or liabilities. Regular upkeep also extends the lifespan of equipment and infrastructure, reducing long-term costs and promoting uninterrupted, high-quality patient care. Parkdale Center continually maintains the upkeep and upgrades as overseen by John Woods, Parkdale's Manager of Facilities.

Summary

As we mark the 10th anniversary of Parkdale Center since our founding in 2015, I am filled with immense pride and gratitude for how far we have come together.

The past 10 years have truly been a rollercoaster, marked by a significant increase in demand for addiction treatment and rehabilitation services, ongoing infectious disease control challenges, staffing concerns, and the continued responsibility of maintaining the highest CARF accreditation standards. Through it all, our commitment to excellence and compassionate care has never wavered.

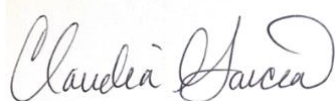
Despite these challenges, Parkdale Center has once again earned a 3-year CARF accreditation for our PHP, IOP, and OP programs. This achievement is a direct reflection of the dedication, resilience, and professionalism of our entire team. This accomplishment is also not surprising when we reflect on the past 10 years of service delivery, years in which Parkdale Center has consistently worked to engage, stabilize, and prepare individuals to rejoin society while repairing relationships with parents, spouses, children, co-workers, and the broader community.

I am proud of the meaningful impact we have made in the lives of thousands of dedicated professionals and highly accountable adults. I am equally proud of the ongoing performance each of us brings, as well as the strong community partnerships that continue to align with our mission, vision, and values. At the heart of our work is a core belief: addiction is a chronically relapsing disorder, and sustained recovery depends on strong social support systems. This principle is reflected in our outcomes.

As CEO and President of Parkdale Center, I extend my deepest gratitude to everyone who has believed in us, supported us, and contributed to our mission over the past decade. Your trust has made this journey possible.

I look forward to the next chapter of growth, collaboration, and continued commitment to the individuals and communities we are privileged to serve.

With Warm Regards,
Claudia Garcia, MBA, BSN, RN, LAC
Chief Executive Officer

A handwritten signature in dark ink, reading "Claudia Garcia". The signature is fluid and cursive, with the first name "Claudia" and last name "Garcia" clearly distinguishable.