



Wednesday, February 19, 2025

Housing and Federal Grants Division 2024 - 2025 Application for Funding Community Development Block Grant Program

This application is for nonprofit organizations and government entities in Marin County, California who would like to apply for federal Community Development Block Grant program funds for Public Services or Community Infrastructure/Capital Improvements. Please refer to the [Application Guidelines](#) released on January 22, 2024 for detailed information about qualifications and application requirements. Applicants may use this [prep tool](#) for the long-form questions in order to save their responses and copy/paste into this application.

The deadline to apply is **5:00 p.m. Friday, February 16**. Applicants will receive a copy of their submitted application to the email address entered.

Indicate type of project. If your project allows, you may apply under multiple categories. (See Application Guidelines for more information)

Community Infrastructure/Capital Improvements(CDBG)

Organization (Fiscal Sponsor) General Information

Organization (Fiscal Sponsor)/Agency Name

Ritter Center

Mailing Address

PO Box 3517
San Rafael, California, 94912

Website (if applicable)

www.rittercenter.org

Organization DUNS#

052949815

Executive Director/CEO

Mark Shotwell

Email Address

mshotwell@rittercenter.org

Phone Number

(510) 542-6605

Project General Information

Program/Project Name

Ritter Builds Hope Capital Campaign Project

Program/Project Site Address

800 A Street
San Rafael, California, 94901

CDBG Funding Amount Requested (Minimum request amount: \$15,000)

150000

Application Contact Person

Cynthia LeMonds

Title of Contact Person

Chief Development Officer

Contact Email Address

clemonds@rittercenter.org

Contact Phone Number

(415) 847-4377

To determine if your project is located in a Special Flood Hazard Area as indicated by FEMA, visit [FEMA Flood Map Service Center](#). (Save a copy of the Dynamic Map and upload at the end of this application.)

Is this project located in a Special Flood Hazard Area as indicated by FEMA?

No

For CDBG Public Facilities/Improvements applications, if the project is located in a **Regulatory Floodway it is not eligible for funding**. Public Facilities/Improvements projects located in a Special Flood Hazard Area require flood insurance to qualify for funding.

Project Specifics

Planning Areas Served: Indicate what geographic area(s) the requested funding will serve.

County Other

Is your organization receiving other County of Marin funding for this project?

Yes

Funding Amount

60500

Date Funding Received

Tuesday, February 28, 2023

Organizational Overview: Provide a brief description of your organization including mission, programs, number of clients served, etc.

In Marin County, where the high cost of living and limited housing options leave many struggling to meet basic needs, Ritter Center has been a lifeline for individuals and families facing homelessness and poverty for over four decades. As the only Federally Qualified Health Center (FQHC) designated as a Health Care for the Homeless site in Marin County since 2013, Ritter Center provides critical healthcare, housing assistance, food security, and social services to ensure that vulnerable populations receive the comprehensive support they need to achieve stability and well-being.

Each year, we serve thousands of individuals through our integrated approach to care:

- 2,281 individuals received services in 2023
- 38,871 healthcare and case management visits
- 3,789 behavioral healthcare visits
- 375+ weekly visits to our food pantry
- 22,000 bags of food distributed (valued at \$440,000)
- \$40,000 in gift cards provided to 620 families and individuals
- 200 backpacks + \$100 gift cards distributed to local students
- 100+ unhoused individuals received a holiday meal
- 90 people secured permanent housing

Mission & Programs

At Ritter Center, our mission is to prevent and resolve homelessness and improve the health, dignity, and well-being of people living in poverty by providing high-quality, culturally sensitive, and easily accessible medical care and social services. Our comprehensive services include:

Primary Healthcare & Street Medicine – Preventative and urgent medical care, chronic disease management, and telehealth services, including mobile outreach for unsheltered individuals.

Behavioral Health & Substance Use Disorder Support – Psychiatric services, counseling, and addiction recovery programs tailored to the needs of our clients.

Housing Support Services – Case management, rental and utility assistance, permanent supportive housing solutions, and benefits enrollment.

Emergency Food & Nutrition Assistance – Weekly food pantry services providing fresh and non-perishable groceries to hundreds of families in need.

Client Essentials & Seasonal Programs – Hygiene kits, clothing, back-to-school backpacks, and holiday meals to support community members year-round.

Building a Future of Stability and Care

To expand and enhance our ability to serve Marin County’s most vulnerable populations, Ritter Center has launched a \$14.5 million capital campaign to fund the renovation and relocation to a new, purpose-built facility. This vital project will increase access to healthcare, housing, and social services under one roof, providing a dignified and client-centered environment where individuals and families can access the services and resources they need to rebuild their lives.

Thanks to generous philanthropic contributions, over \$9.4 million has already been secured—but critical funding gaps remain. With support from the CDBG grant, we can take a significant step forward in transforming our community’s approach to addressing homelessness and poverty, ensuring a brighter, healthier future for all.

Project Description: Provide a detailed scope of work including services to be provided and/or development activities to be engaged. Describe how this project will benefit the community.

Ritter Center’s integrated healthcare and behavioral health clinic will significantly expand mental health

services and housing support, addressing Marin County's most pressing community priorities. By improving access, coordination, and long-term support, this project will create a sustainable solution for individuals experiencing poverty, homelessness, and behavioral health challenges.

Marin County has a critical shortage of mental health services, particularly for low-income individuals and Medi-Cal recipients, who make up 20% of the county's population. Many face long wait times and fragmented care, cycling through emergency rooms, crisis stabilization units, and short-term interventions without access to sustained treatment. Without early intervention and ongoing support, these individuals often experience worsening mental health conditions, substance use issues, and housing instability, perpetuating a cycle of crisis care and homelessness.

The new center will increase outpatient behavioral health capacity by offering individual therapy, group counseling, and substance use disorder (SUD) treatment in a centralized, one-stop location. By integrating behavioral health with primary care, the facility will eliminate the need for clients to navigate disconnected services, ensuring continuity of care and reducing reliance on emergency departments. The facility's design will also prioritize trauma-informed spaces, ensuring that individuals seeking care feel safe, supported, and empowered in their recovery.

Mobile outreach teams will expand services to homeless encampments and underserved areas, addressing barriers such as transportation, stigma, and lack of trust. Ritter Center's Street Medicine program, launched in 2022, has demonstrated that consistent engagement builds trust, ultimately increasing the likelihood that individuals will accept care. By expanding this program and integrating outreach efforts with in-clinic services, this project will improve health outcomes for the most marginalized individuals in Marin County.

In 2023 alone, Ritter Center secured housing for 90 individuals, providing rental assistance, case management, and eviction prevention services. The new facility will expand housing case management services, ensuring that individuals not only receive housing assistance but also have access to healthcare and behavioral health services to support long-term stability. Partnerships with local shelters, hospitals, and crisis response teams will improve referral pathways, allowing seamless transitions from emergency services to long-term care. These coordinated efforts will help prevent homelessness before it occurs and provide a direct path to stability for those currently unhoused.

The Ritter Builds Hope project is already underway, with key demolition work completed in 2024 to prepare for construction. With over \$9.4M secured toward the \$14.5M capital campaign, additional funding will ensure the facility opens on schedule in 2026.

This project includes the renovation and modernization of Ritter Center's 800 A Street facility to improve accessibility and functionality. Key activities include interior remodeling, structural upgrades, ADA compliance improvements, HVAC and electrical enhancements, roof replacement, and reconfiguration of clinical and administrative spaces. The project will create dedicated areas for medical, behavioral health, and housing support services. Construction remains on track for completion by February 2026, ensuring a modern, efficient facility for Marin County's vulnerable populations.

This initiative will create a lasting impact by reducing homelessness, expanding mental health services, and providing a dignified space for care and recovery.

Select HUD National Objective to be achieved with funding. Check all that apply.

Activities benefiting low and moderate-income persons. (LMI)

Activities which aid in the prevention or elimination of slums or blight

All projects funded are required to Affirmatively Further Fair Housing (AFFH) which is defined as taking "meaningful actions, in addition to combating discrimination, that overcome patterns of segregation and foster inclusive communities free from barriers that restrict access to opportunity based on protected characteristics."

How will this project Affirmatively Further Fair Housing?

The Ritter Builds Hope project is an infrastructure-only project, focused on the renovation and modernization of Ritter Center's 800 A Street facility to enhance accessibility and functionality for housing support and healthcare services. While this grant does not directly fund programmatic services, the expanded facility will allow greater access to housing case management, rental assistance, eviction prevention, and wraparound support services for individuals from federally protected classes who experience housing insecurity and discrimination.

Affirmative Marketing Strategies

To ensure the project Affirmatively Furthers Fair Housing (AFFH), Ritter Center will conduct targeted outreach and marketing to members of federally protected classes, particularly those most affected by housing discrimination, including people of color, immigrants, individuals with disabilities, and families with children.

Spanish-Language Accessibility: All marketing materials, including signage, outreach flyers, and online resources, will be available in English and Spanish to ensure language accessibility for Marin County's Spanish-speaking populations.

Community Partnerships: Ritter Center will collaborate with local organizations, shelters, and advocacy groups serving BIPOC communities, immigrant populations, and people with disabilities to distribute information about the expanded facility and available services.

Inclusive Outreach Channels: Marketing will include printed materials, website updates, and social media to reach diverse communities. Information will also be made available at partner agencies, religious institutions, and public service locations that frequently serve low-income and at-risk populations.

Physical and Digital Accessibility: The new facility will be ADA-compliant, ensuring that individuals with disabilities can access services. Marketing materials will follow accessibility best practices, including clear language and design considerations for visual impairments.

Challenges Anticipated & Solutions

Limited Awareness & Trust: Some protected-class populations, especially immigrant and non-English-speaking individuals, may be unaware of or hesitant to engage with housing support services due to past discrimination or fear of systemic barriers. Ritter Center will address this by leveraging trusted community partners and using culturally sensitive outreach.

Navigating Housing Barriers: While the facility improvements will enhance service capacity, limited affordable housing options in Marin County remain a broader challenge. Ritter Center will continue to advocate for housing solutions while ensuring clients have fair and equal access to rental assistance and case management services.

By modernizing the facility and implementing affirmative marketing strategies, the Ritter Builds Hope project will help combat housing discrimination, expand equitable access to resources, and foster a more inclusive community for all.

All projects funded are required to conduct Affirmative Marketing. For more information about affirmative marketing, visit the [Marin County Federal Grants website](#) and scroll down to the Affirmative Marketing panel.

Refer to the [Current Marin County Income Limits](#) to determine income level for use in the table below.

Approximately how many moderate, low, very low and extremely low-income persons will directly benefit from the program/project? Projects that support low-income persons will be prioritized.

	Number
Moderate Income	
Low Income	
Very Low Income	
Extremely Low Income	2965
TOTAL	2965

Notes or clarifying information on the unit count:

Ritter Center is a Federally Qualified Health Center and the only Healthcare for the Homeless designated site in Marin County, recognized by the Health Resources and Services Administration. With the opening of its new facility in January 2025, the organization anticipates a 30% increase in the number of clients served, reaching 2,965 low-income individuals. The majority of these clients will fall within the very low and extremely low-income categories, reflecting the growing need for comprehensive support services. As a trusted provider of integrated healthcare, behavioral health, and case management services, Ritter Center will use this expanded space to enhance access to medical care, mental health support, housing assistance, and food security programs. This expansion reinforces Ritter Center’s commitment to delivering compassionate, high-quality care to individuals experiencing homelessness and economic hardship, helping them achieve greater stability and well-being.

How does your organization verify client income? Income verification is required except if the client is presumed benefit by HUD. Presumed benefit applies to abused children, battered spouses, the elderly, adult persons with serious disabilities, the homeless, illiterate persons, and migrant farm workers.

Ritter Center follows HUD guidelines for income verification to determine eligibility for housing and social services. Clients who are not part of HUD’s “presumed benefit” groups must provide documentation to verify their income.

Clients can submit pay stubs, tax returns, Social Security or unemployment benefits statements, pension records, or employer verification letters. If standard documents are unavailable, third-party verification from employers, caseworkers, or government agencies may be used.

For those with informal or hard-to-verify income, self-attestation forms or sworn affidavits may be accepted. Ritter Center also reassesses income periodically to ensure continued eligibility.

This process ensures fair and accurate income assessment, allowing Ritter Center to effectively allocate resources while complying with HUD requirements.

Estimate the demographics of moderate, low, very low, and extremely low-income persons who will directly benefit from the program/project. The total number of beneficiaries should equal the total in the previous questions.

	Total Number of Persons	Number Identifying as Hispanic
American Indian or Alaskan Native	59	

	Total Number of Persons	Number Identifying as Hispanic
Asian	80	
Black or African American	386	
Native Hawaiian or Other Pacific Islander	30	
White	1494	798
American Indian and White		
Asian and White		
Black and White		
American Indian and Black		
Multi-Racial	916	
TOTAL	2965	798

Total Number of Persons (Must equal total identified under income level)

2965

Total Number Identifying as Hispanic

798

Female-Headed Households (out of above total)

297

Persons with Disabilities (out of above total)

1038

Notes or clarifying information on the unit count:

The demographic estimates are based on Ritter Center’s historical service data and reflect the diverse population served. The majority of clients identify as White (50.4%), Black or African American (13%), Asian (2.7%), American Indian or Alaskan Native (2%), Native Hawaiian or Other Pacific Islander (0.9%), and Multi-Racial or Other (5%). Additionally, 26.9% of clients identify as Hispanic or Latino, which is reflected across multiple racial groups.

It is estimated that 297 households will be female-headed, representing a significant portion of single-parent families seeking services. Additionally, 1,038 individuals (35%) are expected to have disabilities, including physical, developmental, or behavioral health conditions.

These figures provide an overview of the racial, ethnic, and demographic composition of the 2,965 individuals who will benefit from the program.

PROJECT MANAGEMENT & FINANCIAL DATA

If your project or organization was funded previously, list past project(s), goals, and accomplishments/activities.

During the last two years, Ritter Center has not applied for or received CDBG funding.

During the 2019-2020 funding cycle, Ritter Center received CDBG funding to provide COVID rental relief, helping low-income households affected by the pandemic maintain stable housing. The project successfully assisted a total of 79 households, though some cases were duplicated across multiple months. All beneficiaries fell within the extremely low-income category, earning 0-30% of the area median

income, and 23 of the assisted households were led by female heads of household. The program supported a diverse population, including 42 white households, 30 multiracial households, 4 American Indian/Alaskan Native households, and 3 Asian households, with 18 identifying as Hispanic. Some of the supported households included seniors and individuals with disabilities. The project effectively utilized its funding without reporting major challenges or delays, fulfilling its goal of providing critical rental assistance during the COVID-19 crisis to stabilize housing for vulnerable community members in Marin County.

If your agency has remaining funds previously approved, please describe the timeline for expending the fund balance.

N/A

Describe your organization's experience with administering grants and specifically federal grants.

Ritter Center has a long-standing track record of successfully securing and managing federal, state, and county grants to support its mission of providing comprehensive healthcare, housing, and support services for vulnerable populations. Our expertise in administering federal grants is demonstrated through rigorous financial oversight, compliance with complex reporting requirements, and a commitment to data-driven program management. As a Federally Qualified Health Center (FQHC) and a key provider in Marin County's safety net, we leverage public funding to deliver high-impact programs that address homelessness, behavioral health, and medical care for underserved communities.

For the 2024-25 fiscal year, Ritter Center is administering over \$5.6 million in federal and county grants. These funds support critical initiatives such as integrated primary and behavioral healthcare, housing stabilization, substance use disorder treatment, and mobile outreach for individuals experiencing homelessness. Our ability to secure and effectively manage large-scale funding reflects our operational excellence and strategic approach to program implementation.

Ritter Center has extensive experience in managing federal grants, particularly those awarded by the U.S. Health Resources & Services Administration (HRSA) and the U.S. Department of Housing and Urban Development (HUD). These grants require strict adherence to federal compliance standards, financial reporting, and performance-based outcomes. HRSA's Health Center Program Base Grant provides over \$1.3 million annually, supporting essential primary care, mental health services, and substance use disorder treatment for uninsured and low-income individuals. HUD's Continuum of Care – Housing First funding helps sustain permanent supportive housing programs for individuals facing chronic homelessness. Additional HRSA funding streams, such as Quality Improvement (QI-UDS+) and Bridge Access, strengthen Ritter Center's capacity for service delivery and preventative care initiatives.

In addition to federal support, Ritter Center is a primary recipient of County of Marin contracts, which fund critical housing and health services. These contracts ensure sustainable funding for programs that reduce homelessness, increase access to behavioral health care, and expand mobile outreach services. Key initiatives include nearly \$700,000 from the Homeless Housing, Assistance & Prevention (HHAP3) program to support housing and stabilization programs, over \$450,000 for Safety Net Intensive Outpatient Treatment to expand mental health and substance use services, and more than \$340,000 for Street Medicine Behavioral Health to support mobile healthcare outreach for individuals experiencing homelessness. Other significant contracts include funding for Rapid Rehousing, Housing First initiatives, and opioid use disorder treatment programs.

With a strong financial infrastructure, dedicated program oversight, and a track record of delivering measurable outcomes, Ritter Center continues to be a trusted steward of federal and public sector funding. Our ability to effectively administer and implement these grants ensures that critical health and housing services remain accessible to those who need them most.

What experience do you have with complying with Davis-Bacon prevailing wage and procurement requirements?

Ritter Center is well-versed in navigating federal funding requirements and ensuring compliance with grant regulations. While Davis-Bacon prevailing wage requirements typically apply to labor costs on federally funded construction projects, Ritter Center's current request is focused solely on securing funding for

supplies and materials. As such, these specific wage requirements do not apply to this proposal.

Ritter Center's leadership team has extensive experience in federal and local grant management, ensuring compliance with procurement regulations, financial oversight, and reporting requirements. CEO Mark Shotwell has successfully managed large-scale federal and local grants and contracts, overseeing procurement and compliance to ensure proper stewardship of public funding. Chief Development Officer Cynthia LeMonds brings significant expertise in administering Community Development Block Grants (CDBG) and overseeing capital campaign grants. Her experience in grant compliance, procurement processes, and regulatory oversight ensures that all funding is allocated responsibly and in alignment with federal requirements.

Ritter Center recognizes that federal procurement regulations require transparency, competitive bidding, and adherence to cost principles. The team is experienced in managing procurement processes that comply with Uniform Guidance (2 CFR 200), ensuring accountability and responsible use of grant funds. This includes competitive vendor selection, cost analysis, and compliance with Buy America provisions where applicable. Ritter Center's approach prioritizes efficiency, cost-effectiveness, and regulatory adherence, ensuring seamless acquisition and distribution of materials and supplies.

To further ensure smooth and compliant project execution, Ritter Center has built a strong development team that includes GMH Builders and INDE Architecture, both of whom have extensive experience in federally funded projects that involve procurement, compliance, and regulatory oversight. GMH Builders has successfully delivered projects across healthcare, affordable housing, and commercial sectors, including the Monte Vina affordable housing project in Healdsburg and a state-of-the-art medical imaging facility for Stanford Health in Emeryville. INDE Architecture is widely recognized for its expertise in designing healthcare and community-based facilities, including the OLE Health – South Napa medical center. Their experience in working with federally funded projects strengthens Ritter Center's ability to align procurement and budgeting processes with all applicable federal and state guidelines.

By leveraging the expertise of its leadership and development team, Ritter Center is well-positioned to manage procurement, materials acquisition, and project implementation with efficiency, transparency, and full compliance with federal funding guidelines. Procurement processes adhere to best practices in cost analysis, vendor selection, and documentation to meet the highest standards of accountability.

Describe who will supervise and manage the project and their past experience with project management.

The supervision and management of this project will be led by Ritter Center's leadership team, which has extensive experience overseeing complex, federally funded initiatives. The team will ensure that all project components—procurement, budgeting, compliance, and implementation—are managed efficiently and align with federal and state requirements.

Mark Shotwell, CEO of Ritter Center, has successfully overseen numerous federally and locally funded programs, ensuring compliance, financial accountability, and strategic execution. With a strong background in healthcare administration and nonprofit leadership, he has led multi-million-dollar projects integrating housing, healthcare, and behavioral health services for vulnerable populations. His experience managing government contracts and capital projects ensures they meet regulatory, financial, and impact-driven objectives.

Cynthia LeMonds, Chief Development Officer, will provide strategic oversight and grant management for the project, drawing from her extensive experience securing and managing federal and state grants. She has successfully administered Community Development Block Grants (CDBG) and capital campaign grants, ensuring compliance with procurement, budgeting, and reporting requirements. Her expertise in managing large-scale projects ensures that all aspects of this initiative will be executed effectively and within compliance guidelines.

Ritter Center's development team includes GMH Builders and INDE Architecture, both of whom bring deep experience in project management, procurement, and compliance for federally funded construction and infrastructure projects. Their expertise in planning, design, and execution will ensure the successful implementation of this initiative.

With strong leadership, financial oversight, and experienced partners, Ritter Center is well-positioned to manage this project efficiently, ensuring compliance with all funding requirements while maximizing community impact.

Describe any recent or upcoming leadership transitions.

Ritter Center has a stable and experienced leadership team, with no recent or upcoming leadership transitions. The organization remains under the leadership of CEO Mark Shotwell, who has successfully managed large-scale federal and local grants, ensuring operational excellence, financial oversight, and compliance with regulatory requirements. His extensive experience in nonprofit leadership includes overseeing multimillion-dollar budgets, expanding behavioral health and housing programs, and ensuring alignment with federal and state funding guidelines.

Chief Development Officer Cynthia LeMonds leads fundraising and grant administration, bringing deep expertise in securing and managing government and private funding, including Community Development Block Grants (CDBG) and capital campaigns. Her strategic oversight in donor relations, grants management, and funding compliance ensures that Ritter Center maximizes resources to expand and sustain essential programs.

Chief of Staff Kim Baenisch plays a key role in strategic planning, operations, and compliance, overseeing critical functions that support the organization's growth and efficiency. With extensive experience in nonprofit leadership, grants administration, and infrastructure improvements, she ensures that internal systems and operational frameworks align with Ritter Center's long-term objectives.

Director of Donor Advising Noelle Colome contributes significant expertise in major gifts, capital campaigns, and government compliance, helping drive successful fundraising initiatives. Her leadership in donor engagement and financial oversight strengthens Ritter Center's ability to secure sustainable funding.

Josh Grigg of GMH Builders provides project management expertise, specializing in construction oversight, procurement, and regulatory compliance. His background in managing projects up to \$40M, including healthcare and community infrastructure projects, ensures that all procurement and construction activities meet federal and state guidelines.

Darren Raymond-Lombardo of INDE Architecture brings nearly two decades of experience in architectural planning and design for healthcare and community-based facilities. His expertise in regulatory compliance, infrastructure planning, and project execution ensures that Ritter Center's development initiatives align with best practices and funding requirements.

With a leadership team that remains stable and committed, Ritter Center is well-positioned to continue executing its mission, ensuring compliance with funding requirements, and expanding services to meet community needs.

List any entitlements, planning approvals, or authorizations that are necessary for the project to proceed and list those already received.

For the Community Development Block Grant (CDBG), all necessary entitlements, planning approvals, and authorizations for the project to proceed have already been secured. Ritter Center has worked extensively with both the City of San Rafael and Marin County planning and permitting offices to ensure full compliance with zoning, land use, and regulatory requirements. There are no outstanding approvals needed for the project to move forward.

All requisite building permits have been obtained, and the project is fully cleared to proceed under local and state regulations. Environmental review requirements under NEPA and CEQA have been addressed, and the project has been confirmed to meet applicable exemptions, eliminating the need for further environmental assessment.

Ritter Center will adhere to 2 CFR 200 federal procurement guidelines to ensure compliance with competitive bidding, cost analysis, and vendor selection standards as required under CDBG funding. The organization has extensive experience in managing federally funded procurement and has internal controls in place to meet all regulatory requirements.

With all necessary entitlements, approvals, and permits secured, the project is positioned for seamless implementation in compliance with CDBG guidelines. Ritter Center remains in ongoing coordination with city and county officials to ensure continued adherence to all applicable requirements.

What stage is your project in?

Building

What is your project timeline? List program/project objectives and milestones, along with an estimated timetable for reaching them. Examples of program/project objectives: Define scope of work/finish design, Complete planning and environmental review, Release bid package, Select contractor, Finalize contract, Obtain building permits, Start construction, Complete construction.

Ritter Center has completed the planning and permitting phases of the project, including securing all necessary building permits and addressing zoning requirements. The project is now ready to proceed with the next phase: full renovation. However, additional CDBG funding is required to cover the remaining costs for materials and supplies to complete the project. This funding is essential to ensure that work can continue as scheduled.

The updated timeline for the project is as follows:

Finalize Funding and Procurement (July 2025)

Objective: Secure CDBG funding and finalize procurement for materials and contractors.

Milestones:

Confirm funding by June 2025 after CDBG approval.

Complete vendor selection and finalize contractor agreements for remaining construction work by July 2025.

Procure all necessary materials and supplies.

Ensure that all contracts are signed and finalized by July 2025.

Renovation and Construction Work (August – December 2025)

Objective: Complete renovation and construction work.

Milestones:

Begin final renovations in August 2025. This will include completing any remaining demolition, infrastructure improvements, and installing new systems (electrical, plumbing, HVAC, etc.).

Interior work and systems installation will be completed throughout September to November 2025.

Final touches on construction (painting, finishing systems, etc.) will occur in December 2025, ensuring the space is ready for use.

Final Inspections and Close-Out (January – February 2026)

Objective: Complete the final inspections and close-out process.

Milestones:

Final inspections and walk-throughs will take place in January 2026 to ensure that the renovation meets

all required standards.

Compliance checks will be conducted to ensure all regulatory requirements are met by January 2026.

Complete the final close-out process, including final payments, lien releases, and reporting to funding agencies by February 2026.

CDBG funding is critical for the project to proceed smoothly. It will enable Ritter Center to purchase the necessary materials and supplies to complete the renovation, allowing the project to stay on track and be finished on schedule. Without this funding, there could be significant delays, which would prevent Ritter Center from providing essential healthcare and social services to the community.

Describe any flexibility regarding your projects start/completion date.

While the project has a well-defined timeline, there is some flexibility regarding the start and completion dates, which can be adjusted based on funding availability and external factors.

Ritter Center is ready to proceed with the next phase, which involves renovation and construction, once the CDBG funding is secured. The project is scheduled to move forward with procurement and final contractor selection in July 2025, and construction work will begin in August 2025. However, if there are any delays in the CDBG funding process, particularly in the approval and allocation of funds, the start of procurement and contractor finalization could be postponed into late summer 2025. Consequently, the construction start date could shift slightly, potentially moving to fall 2025.

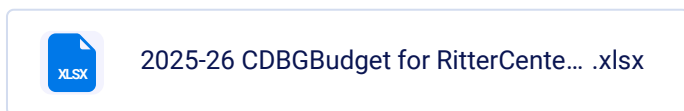
This flexibility allows Ritter Center to adjust the timeline without significantly impacting the overall project completion date. Even with minor delays in procurement or construction, renovation work is expected to be completed by December 2025, and the final inspections and close-out process will proceed as planned in early 2026.

By January 2026, Ritter Center plans to complete final inspections, compliance checks, and any remaining paperwork. The project will then officially close out by February 2026, ensuring that all payments, lien releases, and reports to funding agencies are finalized.

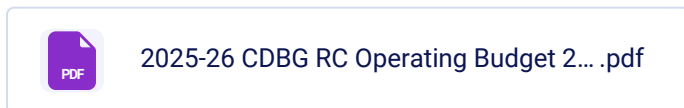
In summary, while the project timeline is set, there is built-in flexibility to accommodate potential delays, ensuring that the renovation work and services can still be delivered effectively. The project remains adaptable to funding and construction timelines, with CDBG funding being a critical factor in enabling the project to proceed smoothly and without significant disruption.

Required Attachments:

Attach Project Budget: Complete the project budget template provided and submit along with application. If you have a project budget that provides the information requested in the template, you may submit that in-lieu of the template. Please note: the project budget should reflect the total cost of the project NOT just the CDBG request.



Attach Organization Budget: : Upload your organization or fiscal sponsors annual budget.



Attach Dynamic Flood Map



2025-26 CDBG Dynamic Flood Map fo....pdf

Attach Optional Miscellaneous Documents



2025-2026 CDBG Application Ritter Ce....pdf



2025-26 AffirmativeMarketingPlan for... .pdf

Submission

Please review your responses above for accuracy.

Name and Title of person completing this application.

Cynthia LeMonds, Chief Development Officer

By checking this box

I hereby certify that the information in this application is true and accurate to the best of my knowledge.

Project Budget Template

Organization Name: Ritter Center				
Project Title: Ritter Builds Hope Capital Campaign				
Date: February 19, 2025				
INCOME:	County NOFA Request	Other Funding Sources	In Kind	Total Proposed Project Income
Committed				
Foundations: (awarded)				
Melody Palmer Trust		\$ 2,100,000		
Lakeview Foundation		\$ 2,000,000		
Marin Community Foundation		\$ 1,000,000		
William G. Irwin Foundation		\$ 200,000		
Other Foundations		\$ 211,500		
<i>(Add rows)</i>				
Government:				
CDBG (this request)	\$ 150,000			
County of Marin Infrastructure Grant (awarded)		\$ 60,500		
ARPA Grant (awarded)		\$ 513,409		
CFDA Refrigeration Grant		\$ 41,383		
Corporations:				
<i>(Add rows)</i>				
Individual Contributions: (list total):		\$ 1,854,293		
Earned Income:				
<i>(Add rows)</i>				
Other (specify):				
Planned Giving (Estates) (awarded)		\$ 370,865		
Ritter Center Reserve Funds (applied)		\$ 1,100,000		
<i>(Add rows)</i>				
Subtotal, Committed Income		\$ 9,451,950	\$ -	\$ 9,451,950
Uncommitted				
Other (specify):				
Federal Grants Request	\$ 150,000			
Other Foundations:			\$ 3,400,000	
Foundations approached or to approach include Bothin Foundation, Tipping Point, Meadowview, BioMarin Foundation, Kaiser Foundation				
<i>(Add rows to list other Foundations)</i>				
Government:				
<i>(Add rows to list other Government agencies)</i>				
Corporations:				
<i>(Add rows to list other corporations)</i>				
Individual Contributions:			\$ 1,493,887	
Subtotal, Uncommitted Income		\$ -	\$ 4,893,887	\$ 4,893,887
Other				
Earned Income:				
<i>(Add rows)</i>				
Subtotal, Earned Income		\$ -	\$ -	\$ -
Grand Total Income	\$ 150,000	\$ 9,451,950	\$ 4,893,887	\$ 14,495,837

EXPENSES (Add rows to list other expenses)	County NOFA Request	Other Funding Sources	In Kind	Total Proposed Project Expenses
Personnel Expenses				
Executive Director (% FTE: ____)				
Program Director (% FTE: ____)				
<i>(Add rows)</i>				
Benefits (@ %: ____)				
Subtotal Salaries and Benefits	\$ -	\$ -	\$ -	\$ -
Contracted Services				
Professional Fees				
Project Consultant				
<i>(Add rows to list other contracted expenses)</i>				
Subtotal Contracted Services	\$ -	\$ -	\$ -	\$ -
Direct Project Related Expenses				
Rent				
Utilities				
Supplies				
Equipment				
Travel				
Professional Development				
Marketing				
<i>(Add rows to list other direct project expenses)</i>				
Subtotal, Direct Project Related Expenses	\$ -	\$ -	\$ -	\$ -
General Development				
Building Acquisition		\$ 6,609,402		
Electrical				
Plumbing				
Roof Replacement				
Painting				
General Construction Labor		\$ 4,809,297		
Permits & Fees		\$ 277,884		
Architecture & Administrative Fees		\$ 687,499		
Materials and Supplies for Construction/Renovation (thermal insulation, roofing materials, joint protection and sealant, gypsum board and finishing materials, acoustical ceiling and wall systems, flooring materials, paint, signage, window coverings, doors, frames, hardware, and architectural woodwork cabinetry)	\$ 150,000	\$ 1,961,755		
<i>(Add rows to list other specific project expenses)</i>				
Subtotal, Direct Project Related Expenses	\$ 150,000	\$ 14,345,837	\$ -	\$ 14,495,837
Indirect Expense - specify % in column A below (must be HUD approved)				
				\$ -
Fiscal Sponsorship Fee (specify % in column A below)				
				\$ -
Grand Total All Expenses	\$ 150,000	\$ 14,345,837	\$ -	\$ 14,495,837



Operating Budget 2024-2025

REVENUES

Patient Service Revenue	\$	2,922,089
Government: Federal Sec 330 & Other HRSA Grants	\$	1,568,052
Government: County Grants	\$	2,575,530
Foundation Grants	\$	1,762,508
Corporations	\$	63,000
Individual Gifts	\$	260,000
Fundraising Events	\$	150,000
Other Revenue	\$	240,000
TOTAL REVENUE	\$	<u>9,541,179</u>

EXPENSES

Personnel Costs

Salaries	\$	4,253,904
Fringe	\$	813,502
Total Personnel Costs	\$	<u>5,067,406</u>

Other Expenses

Contractual Services	\$	227,610
Facilities Costs	\$	694,479
Program Expenses	\$	647,147
Other Operating Expenses (Client Assistance, Equipment, Travel, Postage, Staff Development & Training, etc.)	\$	2,806,505
Total Other Expenses	\$	<u>4,375,741</u>

TOTAL EXPENSES

\$ 9,443,147

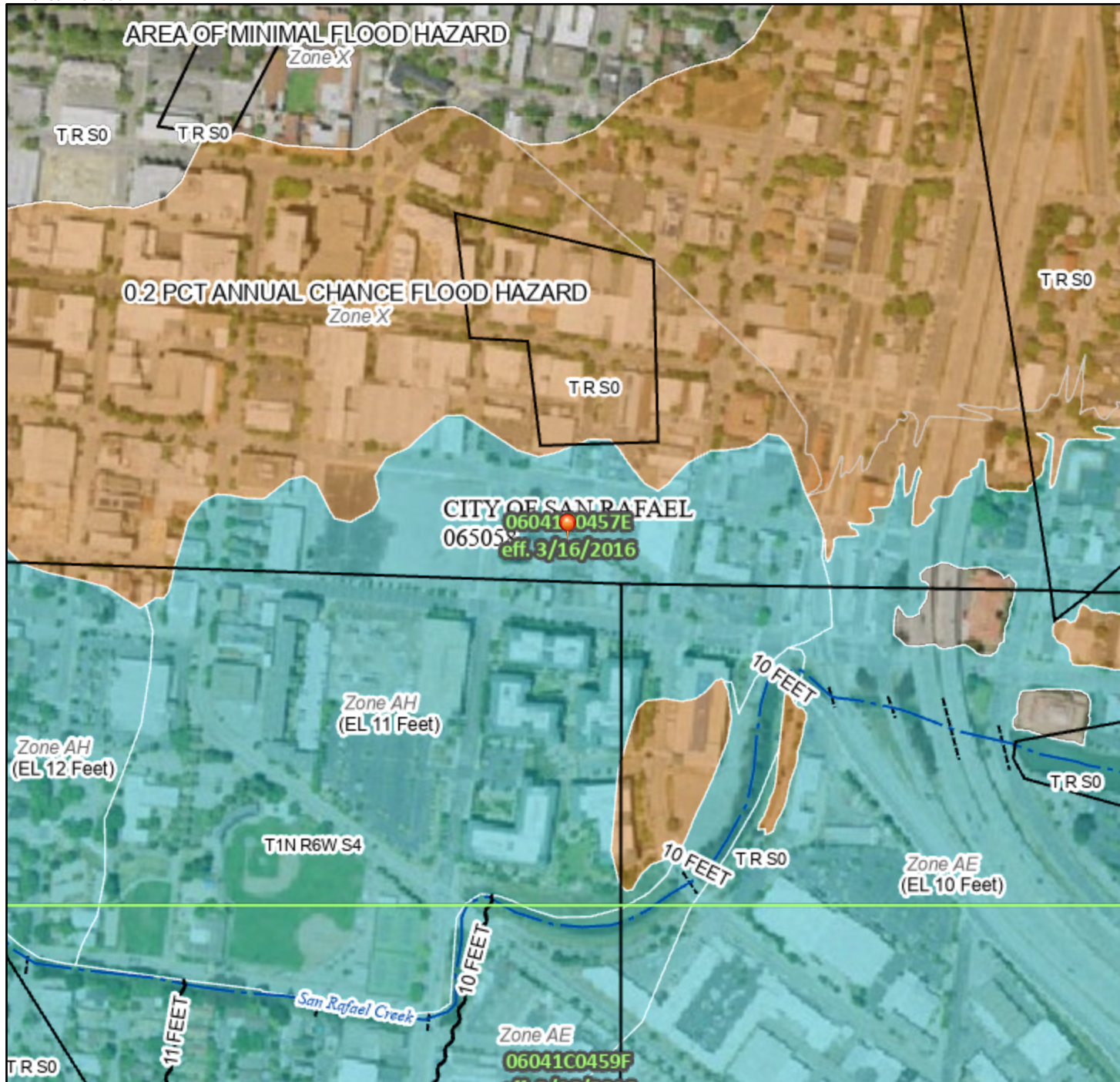
Net Surplus/(Shortage) Excess Revenue over Expenses

\$ 98,031

National Flood Hazard Layer FIRMMette



122°31'50"W 37°58'31"N



Legend

SEE FIS REPORT FOR DETAILED LEGEND AND INDEX MAP FOR FIRM PANEL LAYOUT

SPECIAL FLOOD HAZARD AREAS		Without Base Flood Elevation (BFE) <i>Zone A, V, A99</i>
		With BFE or Depth <i>Zone AE, AO, AH, VE, AR</i>
		Regulatory Floodway
OTHER AREAS OF FLOOD HAZARD		0.2% Annual Chance Flood Hazard, Areas of 1% annual chance flood with average depth less than one foot or with drainage areas of less than one square mile <i>Zone X</i>
		Future Conditions 1% Annual Chance Flood Hazard <i>Zone X</i>
		Area with Reduced Flood Risk due to Levee. See Notes. <i>Zone X</i>
		Area with Flood Risk due to Levee <i>Zone D</i>
OTHER AREAS		NO SCREEN Area of Minimal Flood Hazard <i>Zone X</i>
		Effective LOMRs
GENERAL STRUCTURES		Area of Undetermined Flood Hazard <i>Zone D</i>
		Channel, Culvert, or Storm Sewer
		Levee, Dike, or Floodwall
OTHER FEATURES		20.2 Cross Sections with 1% Annual Chance Water Surface Elevation
		17.5 Cross Sections with 1% Annual Chance Water Surface Elevation
		Coastal Transect
		Base Flood Elevation Line (BFE)
		Limit of Study
		Jurisdiction Boundary
MAP PANELS		Coastal Transect Baseline
		Profile Baseline
		Hydrographic Feature
		Digital Data Available
		No Digital Data Available
		Unmapped

The pin displayed on the map is an approximate point selected by the user and does not represent an authoritative property location.

This map complies with FEMA's standards for the use of digital flood maps if it is not void as described below. The basemap shown complies with FEMA's basemap accuracy standards

The flood hazard information is derived directly from the authoritative NFHL web services provided by FEMA. This map was exported on **1/29/2025 at 5:48 PM** and does not reflect changes or amendments subsequent to this date and time. The NFHL and effective information may change or become superseded by new data over time.

This map image is void if the one or more of the following map elements do not appear: basemap imagery, flood zone labels, legend, scale bar, map creation date, community identifiers, FIRM panel number, and FIRM effective date. Map images for unmapped and unmodernized areas cannot be used for regulatory purposes.

0 250 500 1,000 1,500 2,000 Feet 1:6,000

Basemap Imagery Source: USGS National Map 2023

Affirmative Fair Housing Marketing (AFMP) Public Services



COMMUNITY DEVELOPMENT AGENCY
HOUSING AND FEDERAL GRANTS DIVISION

1a. Application Contact Name, Address (Including City, State & Zip Code) & Phone Number

1b. Project Name, Location (Including City, State & Zip Code)

1c. Entity Responsible for Marketing

Contact Name & Address (Including City, State & Zip Code)

1d. To whom should approval and other correspondence concerning this AFMP be sent?

Name, Address (Including City, State and Zip Code), Telephone Number & E-mail Address.

2a. Affirmative Marketing Plan

Plan Type, Choose One: First Submittal Update Revision Based on County Comments

If Applicable, Date of the First Approved Affirmative Marketing Plan:

3a. Demographics of Project Market Area

In the respective columns below, indicate the percentage of demographic groups among the project's users, census tract, and countywide demographic characteristics. If you are providing a new service and do not have project applicant data, only report information for census tract. The purpose of this information is to identify any under-representation of certain demographic groups in terms of race, color, national origin, religion, sex, familial status, or disability. If there is significant under-representation of any demographic group among project users in relation to the census tract, then targeted outreach and marketing should be directed towards these individuals least likely to apply. Please indicate under-represented groups in Block 3b of the AFMP.

Ethnic Category	Project Users	<i>Project Users Identifying as Hispanic</i>	Novato Census (2017)	Countywide Census (2017)
American Indian or Alaskan Native			00.2% 0%	00.1% 00.11%
Asian			7% 00.04%	6% 00.06%
Black or African American			2% 00.11%	2% 00.11%
Native Hawaiian or Other Pacific Islander			.1% 0%	00.10% 00.07%
White			69% 9%	71% 7%
Multi-Racial			4% 1%	4% 1%
Disabled			10% 6%	9% 6%
Families with Children Under 18			29% N/A	29% N/A

3b. Targeted Marketing Activity

Based on your completion of 3A, indicate which demographic group(s) in the market area is/are least likely to apply for the service without special outreach efforts. (check all that apply)

- | | | |
|--|---|---|
| <input type="checkbox"/> American Indian or Alaskan Native | <input type="checkbox"/> White | <input type="checkbox"/> American Indian <i>and</i> Black |
| <input type="checkbox"/> Asian | <input type="checkbox"/> American Indian <i>and</i> White | <input type="checkbox"/> Multi-Racial |
| <input type="checkbox"/> Black or African American | <input type="checkbox"/> Asian <i>and</i> White | <input type="checkbox"/> Disabled |
| <input type="checkbox"/> Native Hawaiian or Other Pacific Islander | <input type="checkbox"/> Black <i>and</i> White | <input type="checkbox"/> Families with Children Under 18 |
| <input type="checkbox"/> Other (Specify): | <input style="width: 400px; height: 20px;" type="text"/> | |

4a. Proposed Marketing Activities: Community Contacts

Based on the information above, indicate which demographic group(s) in the market area is/are least likely to apply for the service without special outreach efforts below.

For each targeted marketing population designated as least likely to apply in Block 3b, identify at least one community contact organization you will use to facilitate outreach to the particular population group. This could be a social service agency, religious body, advocacy group, community center, etc. State the names of contact persons, their addresses, their telephone numbers, their previous experience of the person or agency with the target population, the approximate date contact was/will be initiated, and the specific role they will play in assisting with the affirmative marketing. Please attach additional pages if necessary.

Targeted Population (s)	Project Users

4b. Proposed Marketing Activities: Methods of Advertising

Complete the following table by identifying your targeted marketing population(s), as indicated in Block 3b, as well as the methods of advertising that will be used to market to that population. For each targeted population, state the means of advertising that you will use as applicable to that group and the reason for choosing this media. In each block, in addition to specifying the media that will be used (e.g., name of newspaper, television station, website, location of bulletin board, etc.) state any language(s) in which the material will be provided, identify any alternative format(s) to be used (e.g. Braille, large print, etc.), and specify the logo(s) (as well as size) that will appear on the various materials. Attach additional pages, if necessary, for further explanation. Please attach a copy of the advertising or marketing material.

Targeted Population(s) → Methods of Advertising ↓	Targeted Population:	Targeted Population:	Targeted Population:
Newspaper(s)			
Radio Station(s)			
TV Station(s)			
Electronic Media			
Bulletin Boards			
Brochures, Notices, Flyers			
Others (Specify)			

4c. Marketing Program: Brochures and Signs

1. Will brochures, letters, or handouts be used to advertise? Yes No

If "Yes", attach a copy or submit when available.

2. For signs, indicate sign size ____ x ____ ; Logo type size ____ x ____ .

Attach a photograph of sign or submit when available.

5. Evaluation of Marketing Activities

Explain the evaluation process you will use to determine whether your marketing activities have been successful in attracting individuals least likely to apply, how often you will make this determination, and how you will make decisions about future marketing based on the evaluation process.

6a. Marketing Staff

What staff positions are/will be responsible for affirmative marketing?

6b. Staff Training and Assessment: AFMP

(1) Has staff been trained on the AFMP? Yes No

(2) Has staff been instructed in writing and orally on nondiscrimination and fair housing policies as required by 24 CFR 200.620(c)? Yes No

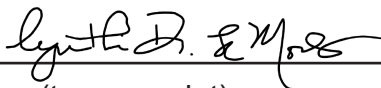
(3) If yes, who provides instruction on the AFMP and Fair Housing Act, and how frequently?

The County of Marin will work with your organization to offer trainings for the AFMP and Fair Housing Act. By signing this, the applicant/respondent agrees to periodically assess staff skills and attend trainings when required.

Additional Consideration: Is there anything else you would like to tell us about your AFMP to help ensure that your program is marketed to those least likely to apply for your services? Please attach additional sheets, as needed.

By signing this form, the applicant/respondent agrees to implement its AFMP, and to review and update its AFMP in accordance with the instructions to item 9 of this form in order to ensure continued compliance with HUD's Affirmative Fair Housing Marketing Regulations (see 24 CFR Part 200, Subpart M). I hereby certify that all the information stated herein, as well as any information provided in the accompaniment herewith, is true and accurate. Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (See 18 U.S.C. 1001, 1010, 1012; 31 U.S.C. 3729, 3802).

Signature of person submitting this Plan & Date of Submission (mm/dd/yyyy)



Name (type or print)

Title & Name of Organization

For Housing and Federal Grants Use Only

Approved _____ Disapproved _____ (Check one)

Signature & Date (mm/dd/yyyy)

Name (type or print)

Title



ANNUAL REPORT



44 Years of Serving Marin's County's Most
Vulnerable Community Members



From Our CEO

Mark Shotwell

Board of Directors

Mike Ralston, MD – Board President

Tim Biddle – Treasurer

Dan Masterson – Secretary

Rudy Collins – Director

Ralph M. Daniel, PhD – Director

Phil Madvig, MD – Director

Bob McCaskill – Director

Sandra McMillion – Director

Rebecca Poon – Director

Sandra Macleod White – Director

David Neagle – President Emeritus

Mark Shotwell – CEO, Ex Officio

A Year of Building Hope and Healing Lives

Dear Friends,

As I reflect on my eight years at Ritter Center, I'm struck by the extraordinary progress we have made together. What began as a commitment to providing essential services has grown into a community-wide movement of compassion, advocacy, and meaningful change. Each day, I see the impact of this work in the lives of the people we serve—people who walk through our doors seeking stability, health, and hope.

This past year, we deepened our impact in critical ways. With expanding programs, new team members, and strong partnerships, we provided healthcare, housing support, behavioral health services, and more than 88,000 meals to individuals and families facing food insecurity. Thanks to generous funding from the Marin Community Foundation's Community Power Initiative, Anthem Foundation, and a new Behavioral Health Service Expansion (BHSE) grant, we're expanding behavioral health and substance use programs so more people can access the care they need.

It's an honor to do this work alongside you. Your generosity, partnership, and belief in our mission make everything we do possible. Together, we're building a community where no one is left behind.

With gratitude,

Mark Shotwell, CEO

Our Impact: Year in Review



Individuals Served

2,281



Healthcare & Case Management Visits

38,871



Behavioral Healthcare Visits

3,789



Households Supported by Food Pantry

1,805



Weekly Visits to Food Pantry

375+



Bags of Food Distributed

22,000

(valued at \$440,000)



Rental Assistance

\$400,000

provided to 155 people



Hope for the Holidays

\$40K

in gift cards provided to 620 families and individuals



Student Backpacks

200

backpacks + \$100 gift card each provided to local students



Holiday Dinner & Winter Care Packages

100+

experiencing homelessness served



Housing Support

90

people secured housing (77 with security deposits)



County-Wide Housing Collaboration: Since 2017, Ritter Center has helped house over 850 people,

94%

of whom have remained housed

Advancing Care: Compassion in Action

Our Street Medicine program brings healthcare directly to people living in encampments, shelters, and on the streets. In the past year, we expanded from two to three days a week, ensuring that even more individuals received critical medical attention, wound care, preventive screenings, and chronic disease management. Our Health & Wellness Outreach Team served 35 to 50 patients weekly—people who otherwise might go unseen.



Many of our patients have gone years without seeing a doctor. For them, our presence means they are seen, valued, and cared for. ”

Rachelle Valenzuela
Clinical Programs Manager

And we're doing more than meeting needs—we're setting the standard. This year, we secured Health Resources and Services Administration (HRSA) re-certification for three more years and achieved a 95% rating on our Street Medicine site visit, a testament to our team's expertise and relentless commitment.

Thanks to our bilingual staff, we strengthened relationships with Spanish-speaking patients, ensuring language is never a barrier to quality care. And by expanding our team to include two female providers, more women than ever felt safe seeking the healthcare they deserve.

Healthcare is a human right. And at Ritter Center, we'll keep showing up, providing exceptional, compassionate care—wherever and whenever our community needs us.

**IMAGINE FACING A
MEDICAL CRISIS WITH
NOWHERE TO TURN.**

For Marin County's most vulnerable neighbors, this isn't just a possibility—it's their reality. But thanks to Ritter Center's compassionate, boots-on-the-ground approach, lifesaving care reaches those who need it most.



Championing Women's Health: Women's Health Day 2024

One of the year's most uplifting moments unfolded on October 18, 2024, at Women's Health Day—a day filled with care, connection, and empowerment. Thanks to the generous support of the Marin Community Foundation, along with Partnership HealthPlan of California and Alinea Medical Imaging, 31 women received free mammograms and pap smears, ensuring access to vital, lifesaving screenings.

But the impact went beyond medical care. More than 100 women embraced a well-deserved day of self-care, enjoying free haircuts, soothing massages, and nail services that brought moments of relaxation and renewal. They shared laughter over delicious meals, left with beautifully curated goodie bags filled with essentials, and, most importantly, felt seen, valued, and supported.

This was more than just an event—it was a powerful reminder that health is not just about checkups, but about dignity, community, and the strength that comes from lifting one another up.



**Watch our Women's Health
Day Video Here**





Jalyenne Allen

Surviving Adversity: A Mother's Journey to Recovery

In an instant, life shatters. A job is lost. Bills pile up. The house is gone. Children taken away. Survival becomes the only goal.

"That will never happen to me" Jalyenne Allen once thought. Raised in Marin's wealth, she never imagined she'd be on the other side.

A master gardener and single mother of two, she juggled five jobs, receiving no child support. The stress mounted. Wine became an escape. Then a crisis.

"I was having a nervous breakdown and couldn't stop drinking"

Marked by the threat of eviction, turbulent relationships, and battling substance abuse, her harrowing journey proved grueling.

Now homeless, she turned to her sister for help. A temporary stay stretched indefinitely.

"Reclaiming stability at 50 is different. Once you lose your home, nothing's ever the same."

Bouncing between shelters, hospitals, and psychiatric wards, she endured six years unhoused. Reflecting back, she recalls,

"It's astounding to think that I once pulled up in a BMW station wagon to a shelter to donate clothes."

For Jalyenne, Ritter Center became a lifeline.



The food bank saved us. They helped me get my teeth fixed. I found the right psychiatrist, the right meds, the right support.



Jalyenne Allen
Ritter Center Client

A relapse cost her a housing opportunity.

I felt deep shame when this happened." But with Ritter's help, she got a second chance—and a new voucher—and hope for the future. With a dedicated therapist, she found sobriety. A new perspective.

"I lost everything, but I don't regret it. Other than losing my children, it was a blessing. You're either born humble—or made humble."

Breaking Barriers, Restoring Hope: Transforming Mental Health & Substance Use Care

For many of our patients, healing feels out of reach. Imagine battling a substance use disorder while living on the streets, struggling with untreated trauma, or feeling invisible to a system that wasn't built for you. These are the realities for so many of Marin's most vulnerable residents—but thanks to our expanded behavioral health and substance use disorder (SUD) services, hope is within reach.

With the support of a \$750,000 grant from the Anthem Blue Cross Foundation, Ritter Center is breaking down barriers and meeting people where they are—physically, emotionally, and with unwavering compassion. This funding has allowed us

to launch new harm reduction programs, expand behavioral health services, and add a dedicated care coordinator who ensures that no one falls through the cracks.



For someone struggling with substance use or mental health challenges, asking for help can feel impossible. Many of our clients have been dismissed, stigmatized, or simply ignored. At Ritter Center, we don't just offer treatment—we offer trust, respect, and a path forward.



- Rory Rieger
PsyD, Clinical Director



Breaking Barriers (cont.)

One of the most transformative additions this year is our new mobile outreach van, allowing our behavioral health services team to deliver harm reduction resources, crisis intervention, and counseling directly to people in encampments, shelters, and other underserved areas.



This van removes the biggest barrier to care: access. Now, we can go where we're needed most,



Dr. Rieger says

Additionally, our weekly harm reduction training sessions are projected to serve 3,600 individuals, with 1,100 participants achieving measurable health improvements

Thanks to Anthem's generosity, we're not just providing services—we're restoring dignity, saving lives, and proving that healing is possible for everyone.



Fighting Hunger: Feeding Hope

Each week at Ritter Center's food pantry, neighbors greet one another, volunteers share smiles, and families leave with full bags—and full hearts. For so many in Marin County, this pantry is more than a source of groceries; it's a place of dignity, support, and hope.

Despite Marin County's reputation for affluence, one in five residents struggles with food insecurity, uncertain about where their next meal will come from. At Ritter Center, we are working tirelessly to bridge this gap. Our food pantry serves over 375 individuals and families weekly, distributing more than 22,000 bags of groceries each year. Through fresh produce, pantry staples, and culturally relevant foods, we provide nourishment that goes beyond the plate—it fosters stability and a sense of belonging.

This vital work is strengthened by support from United Way Bay Area, whose generous grant has allowed us to expand our reach and provide even more critical food assistance to those in need. Thanks to their partnership, we are ensuring that more families have access to fresh, nutritious food—helping them focus on thriving, rather than simply surviving.

Our impact is made possible by a dedicated community of donors, volunteers, and partners, including the San Francisco-Marin Food Bank, ExtraFood.org, and compassionate individuals who believe in the power of collective action.

As food costs and living expenses rise, the need for assistance grows. But together, we can make a difference. With each meal shared and each family supported, we are strengthening our community—one bag of groceries at a time.

Thank you, United Way Bay Area, and everyone who makes this work possible. Your generosity is feeding more than just stomachs—you're feeding hope.



Melissa Laureta and Laura Escobar of United Way tour 800 A. Street with members of our development team.

Capital Campaign: The Future Brings Hope and Healing

The future at Ritter Center is more promising than ever. In January, we celebrated the groundbreaking of our new facility at 800 A Street in downtown San Rafael, officially launching our Building Hope, Healing Lives capital campaign. Since then, we've secured over \$9.4 million toward our \$14.5 million goal and initiated critical renovations.

With this funding, we've acquired a 14,000-square-foot space that will expand our capacity by 25%. This new facility will allow us to broaden our services, reaching more women, children, and families with support like healthcare, counseling, employment assistance, case management, and food distribution—strengthening the safety net for Marin's most vulnerable residents.

As Marin's only designated homeless services site and a Federally Qualified Health Center (FQHC), Ritter

Center is driving lasting change. Housing is the first step, but our comprehensive, wrap-around services are what sustain long-term stability. The completion of our new facility will symbolize our community's deep commitment to eradicating homelessness and ensuring everyone has access to a safe, secure home.

We're now approaching the finish line, and we invite you to be part of this transformational journey. We've received a generous \$500,000 challenge grant, including a \$250,000 matching incentive, unlocking \$1 for every \$3 raised.

This campaign offers unique opportunities to make a lasting impact, including naming options at multiple levels. Your investment will leave a meaningful legacy, ensuring Ritter Center's future is one of hope, healing, and growth for generations to come.

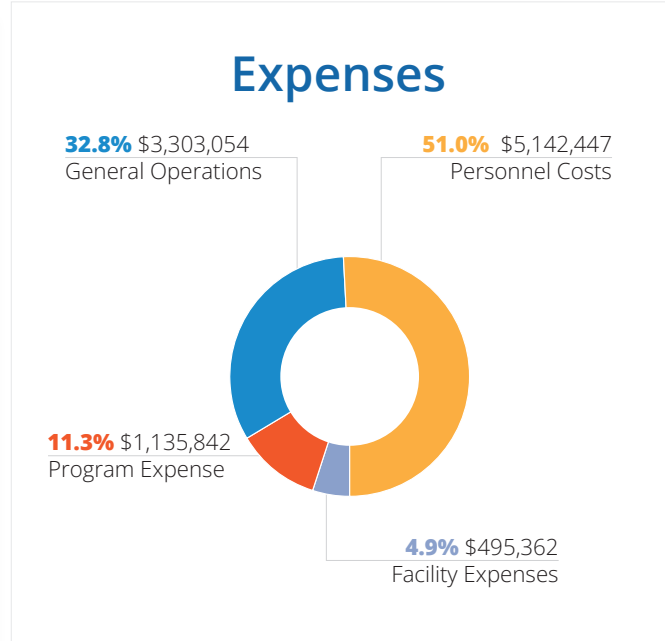
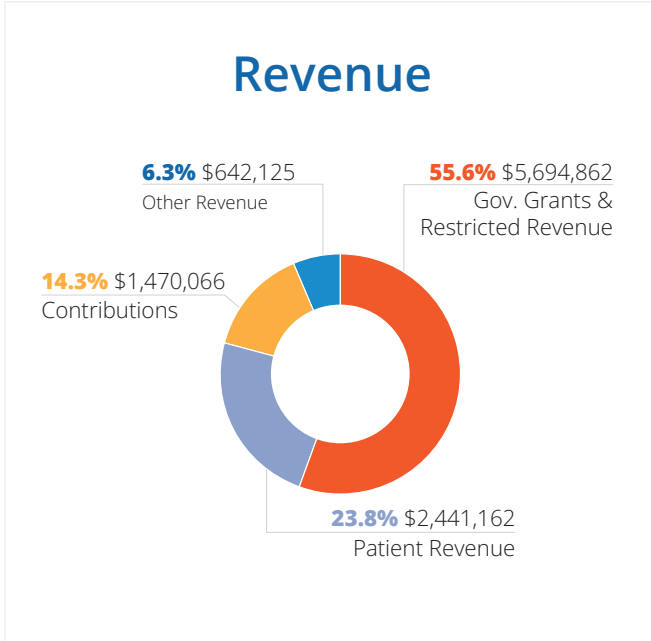
Learn more by taking a tour. Contact Noelle Colomé at ncolome@rittercenter.org.

Support Our Matching Gift Challenge by Giving to the Ritter Builds Hope Campaign



Capital Campaign Cabinet Member Stephanie Plexico tours the new facility with her friends along with CEO Mark Shotwell and Chief Development Officer Cynthia Le Monds.

2024 Financials



Statement of Financial Activities

As of June 30, 2024

Ordinary Income/Expense

Operating Revenue

Contributions	\$1,470,066
Patient Revenue	\$2,441,162
Grant Revenues	\$5,694,862
Other Revenue	\$642,124
Total Operating Revenue	\$10,248,216

Expenditures

Personnel Costs	
Salary and Wages	\$4,024,086
Benefits	\$675,770
Contracted Services	\$442,589
Total Personnel Costs	\$5,142,446
Facility Costs	\$495,362

Program Expense	\$1,135,84
General Operating and Administrative Expenses	\$3,303,054
Total Expenditures	\$10,076,704

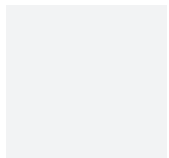
Total Net Ordinary Income \$171,511

Other Income/Expense

Other Income	\$169,760
Other Expenses	\$154,953
Net Other Income/Expense	\$14,806

Net Income \$186,318

View **2024** donors online at





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HOW CAN YOU HELP?



DONATE

Make a lasting impact by supporting life-changing programs that provide medical and mental health care, substance use treatment, housing assistance, and food security. Consider a one-time gift or become a sustaining donor.



VOLUNTEER

Lend your time and talents to uplift our community. Help distribute nutritious food, support healthcare outreach, or assist with seasonal initiatives like our Back-to-School and Holiday Gift Card Drives.



FOLLOW & SHARE

Be a voice for change. Engage with us on social media, amplify our mission, and help spread awareness so more people can access critical services.



ADVOCATE & CONNECT


Inspire action within your circles. Encourage your business, faith group, or community to join us through fundraising efforts, supply drives, or corporate sponsorships.



Our Mission

Ritter Center is a 501(c)(3) nonprofit organization (Tax ID: 94-2675517) dedicated to preventing and resolving homelessness and improving the health, dignity, and well-being of people living in poverty in Marin County. Through culturally sensitive and accessible services, Ritter Center provides medical care, behavioral health support, housing assistance, and food resources to individuals and families in need, working toward a vision of a healthy, housed community for all.

 rittercenter.org

 (415) 457-8182

 development@rittercenter.org

GIVE NOW

