



*Serving Marin County's
Most Vulnerable Community
Members since 1980*

2025

Annual Report



From the CEO

Mark Shotwell



Dear Ritter Friends,

This past year has been one of meaningful progress and renewed possibility at Ritter Center. Because of your generosity and partnership, we continued to show up for our neighbors facing homelessness, poverty, and complex health challenges—offering not just services, but dignity, compassion, and hope.

Together, we expanded access to primary care, mental health and substance use treatment, housing support, and nutritious food for thousands of individuals and families across Marin County. Every visit, every meal, and every connection reflects our shared belief that people deserve care that meets them where they are.

This year marked important milestones for our organization. **Ritter Center was awarded a \$10.44 million grant to support the Ritter Builds Hope project—an integrated behavioral health facility at our 800 A Street campus in San Rafael.** This transformative investment allows us to complete renovations and create a welcoming, purpose-built space where care is coordinated and centered on healing all under one roof. We look forward to welcoming the community to our grand opening in 2026.

We also launched a new mobile behavioral health van, expanding our ability to reach people across Marin County who might not otherwise receive care—people who, if not for Ritter, could fall through the cracks. By bringing mental health and substance use services directly into the community, this mobile approach removes barriers and ensures help is available when and where it's needed most.

At the heart of all this work are the people we serve and the supporters who make it possible. Thank you for standing with Ritter Center and believing in a future where everyone has access to care, stability, and opportunity.

With deep gratitude,

Mark Shotwell
CEO, Ritter Center

Our Impact

2025 in Review

2,575

Individuals Served

3,007

Clients Served and Growing

(as of February 2026)



3,444

Healthcare Visits



3,989

Behavioral Health Visits



30,664

Case Management or Whole Person Care visits



1,203

Households supported by the Food Pantry



500

Weekly visits to the Food Pantry



26,000

Bags of Food Distributed



\$40,000

Total amount distributed for *Hope for the Holidays*



200

Student Backpacks distributed for Back-to-School season



150+

Individuals experiencing homelessness received Holiday Dinner and Winter Care packages



COUNTY-WIDE COLLABORATION

Since 2017, our partnership with Marin County and nonprofit agencies has housed over **900 people**, **94%** of whom have remained housed

Team Spotlight:

Measured in Years, Marked by Care

In nonprofit work, people often talk about burnout. What they talk about less is staying. Staying when the work is heavy. Staying when systems strain. Staying long enough to see both the mess and the meaning.

For Alice Raschke, more than eight and a half years at Ritter Center have been measured not in milestones alone, but in moments—hallway conversations, long days that stretch into evening, and quiet decisions made with care. **“When I first came to Ritter, I just wanted to do work that mattered,” Alice said. “I didn’t realize how much this place would shape who I am.”**

As Director of Administrative Services, Alice works mostly behind the scenes, keeping the organization steady as it grows. Her work is precise and often unseen, yet essential. “At Ritter, values aren’t something you talk about—they’re something you live,” she shared. “You show up for people, even when you don’t have all the answers.”

During Alice’s tenure, Ritter Center has grown from a small, close-knit team into a multi-department organization with expanded reach and complexity. **Growth brought change and pressure—but also clarity. “The work can be intense,” Alice said. “But underneath it all is a heartbeat. You feel it when a client feels heard or when a colleague feels supported.”**

What has kept Alice rooted is a shared understanding of dignity. “This work isn’t about fixing people,” she reflected. “It’s about honoring them.” That belief shapes how she leads and how she shows up each day.

Alice Raschke’s story reminds us that real impact is rarely sudden. It is built patiently, consistently, and with care—measured in years, and sustained by people who choose, again and again, to stay.



This work isn’t about fixing people. It’s about honoring them.

— Alice Raschke, Director of Administrative Services



Rory Rieger, PsyD:

Leading with Compassion, Innovation, and Impact



Ritter Center is proud to celebrate Clinical Director **Rory Rieger, PsyD**, who was named a **2025 North Bay Business Journal Forty Under 40 Award winner**—an honor recognizing exceptional young leaders making a meaningful impact. At 38, Rory embodies the vision and innovation at the heart of Ritter Center’s mission.

The youngest Clinical Director in the organization’s 46-year history, Rory has helped reshape behavioral health care for Marin County’s most vulnerable residents. Under his leadership, the Behavioral Health Department has become Ritter Center’s largest division, serving individuals facing trauma, mental health challenges, substance use disorders, and chronic medical conditions.

A recognized innovator, Rory developed the Center’s **harm-reduction program**, expanding access to lifesaving resources, and launched the **Mobile Behavioral Health Outreach Program** in February 2025, bringing care directly to people who are unhoused or living in shelters and encampments. He has also strengthened collaboration across behavioral health, housing, and medical providers—extending impact beyond the Center’s walls.

Rory leads with humility and purpose, providing direct counseling while fostering a culture of excellence through expanded trauma-informed and evidence-based practices, including **Contingency Management**, developed in partnership with University of California, Los Angeles.

His strategic leadership secured **\$1.35 million** to expand services and contributed to a 28% reduction in chronic homelessness in Marin County since 2017.

Guided by the belief that “the greatest wealth is mental health,” Rory Rieger continues to transform lives and redefine compassionate, effective behavioral health leadership. Ritter Center is honored to celebrate this well-deserved recognition and his lasting impact.

“The greatest wealth is mental health.”

— Rory Rieger, PsyD, *Clinical Director*

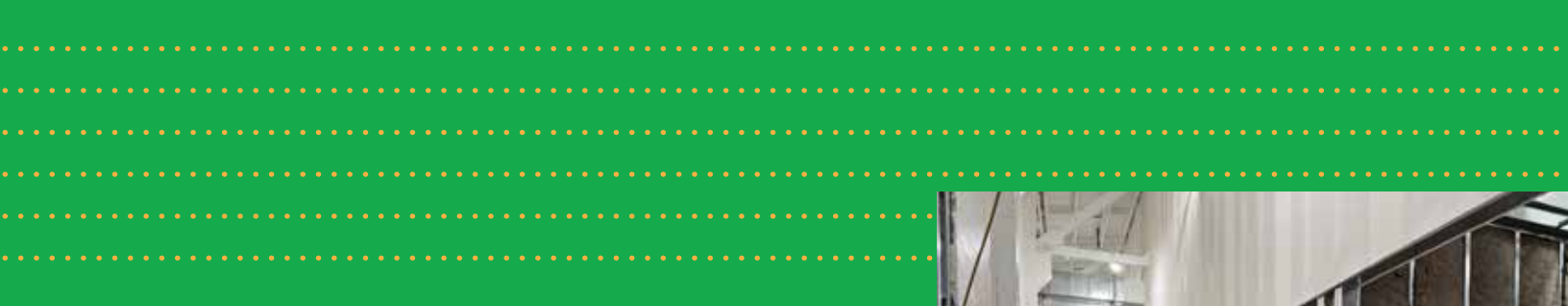


Building Capacity, Expanding Care

For more than 45 years, Ritter Center has stood alongside Marin County's most vulnerable neighbors—providing life-saving healthcare, housing support, and essential services rooted in dignity and compassion. As the county's only Federally Qualified Health Center with a Healthcare for the Homeless designation, Ritter Center serves more than 2,500 adults each year, many of whom are unhoused or living in poverty.

In 2025, Ritter Center received a transformative **\$10.44 million Launch Ready Grant** from the State of California Department of Health Care Services (DHCS) through the Behavioral Health Continuum Infrastructure Program. **This highly competitive award—the only one granted in Marin County—became a cornerstone of the Ritter Builds Hope campaign and significantly expanded the scope and impact of the project.**

The grant is supporting development of Ritter Center's new **Integrated Behavioral Health Facility at 800 A Street in San Rafael**, a purpose-built space designed to bring primary care, mental health services, substance use treatment, and housing-focused support together under one roof. Designed to increase capacity by 25%, the facility emphasizes accessibility, continuity of care, and long-term sustainability,



including solar infrastructure to reduce operating costs over time.

Today, the revised campaign goal stands at \$22 million. Thanks to the extraordinary generosity of our community, \$20 million has already been raised—leaving a final \$2 million to cross the finish line and open the facility debt-free.

Closing this gap ensures that every dollar supports care, not debt, and provides the staffing and services needed to open Marin’s most compassionate health center. We invite the community to join us in completing this once-in-a-generation investment in health, stability, and hope.

→
**LEARN
MORE**



Building Hope

One Gathering at a Time

Resolving homelessness in Marin County doesn't happen overnight—and it doesn't happen alone. This past year, Ritter Center was deeply grateful to a remarkable group of community leaders who opened not only their homes, but their hearts and networks to advance our mission.

Through a series of intimate salon gatherings hosted in Ross, San Rafael, Mill Valley, and Tiburon, generous salon hosts played a vital role in the success of the Ritter Builds Hope Campaign, helping raise nearly \$1 million in critical funding.

These gatherings brought together neighbors, friends, and fellow philanthropists for evenings rooted in compassion, connection, and meaningful action.

Each salon reflected the warmth and commitment of its host. Guests were welcomed with thoughtful conversation and refreshments, creating an inviting space to learn more about Ritter Center's work. At every gathering, CEO **Mark Shotwell** grounded the evening in Ritter Center's mission—highlighting both the urgency of addressing homelessness in Marin County and the tangible solutions made possible through community investment.

Capital Campaign Co-Chairs—Katie Smith and David Neagle—shared campaign and building updates, offering guests a closer look at the vision and progress of Ritter Center's new integrated facility and the longtime benefits to the county we all love and where they work, live, and raise their families.

At each salon, a representative from the **Marin Community Foundation—Shirin Vakharia, Kristen Turek, or Andrea Henderson**—shared why MCF made an early **\$1 million investment** in the campaign and reaffirmed the Foundation's commitment to partnering with organizations like Ritter Center to end homelessness in Marin County.

Most moving were the client testimonies. At every salon, a Ritter Center client—**Jalynne, Gary, or Sandi**—shared their personal journey, bringing the organization's impact to life. Their courage and resilience illustrated how access to housing and care can transform lives, turning awareness into empathy—and empathy into action.

Each gathering expanded Ritter Center's network of committed neighbors. Many guests deepened their engagement through **hard hat tours of the new building site**, where seeing the vision take shape inspired meaningful investments, including **naming opportunities** that will leave a lasting legacy of hope and healing.

Together, we are building hope, strengthening Marin County, and resolving homelessness—**one gathering at a time.**

We extend our deepest thanks to our 2024–2025 Salon Hosts:

- ★ Tucky & John Pogue
- ★ Elsa Leung & Kurt Leswing
- ★ Katherine Randolph
- ★ Stephanie Plexico & Amanda Stephens





Helping other people helps me too. When people are grateful, when they smile—that's my payday.

— Diego Arturo Hernandez, *Volunteer*

Volunteer Spotlight: Diego's Journey of Healing and Giving Back

Diego is easy to spot in Ritter Center's food pantry. He's the one offering a warm greeting, a steady smile, and a sense of calm that helps people feel welcome the moment they walk in. For many clients, his presence has become a familiar and reassuring part of their visit.

His path to volunteering, however, was hard-won. Diego spent years caught in addiction and gang life, choices that ultimately led to a violent injury that changed everything. After being shot, doctors told him he might never walk again. Recovery was long and grueling—marked by surgeries, physical therapy, and relentless effort—but Diego kept moving forward with the support of his family, his faith, and his own resolve.

Healing didn't stop with his body. "I struggled to forgive myself," Diego shared. "I was stuck in my past." Volunteering became a turning point—a way to step out of regret and into purpose.

After completing a recovery program, Diego found his way to Ritter Center. What kept him coming back was simple: respect. "Everyone is treated the same here," he said.

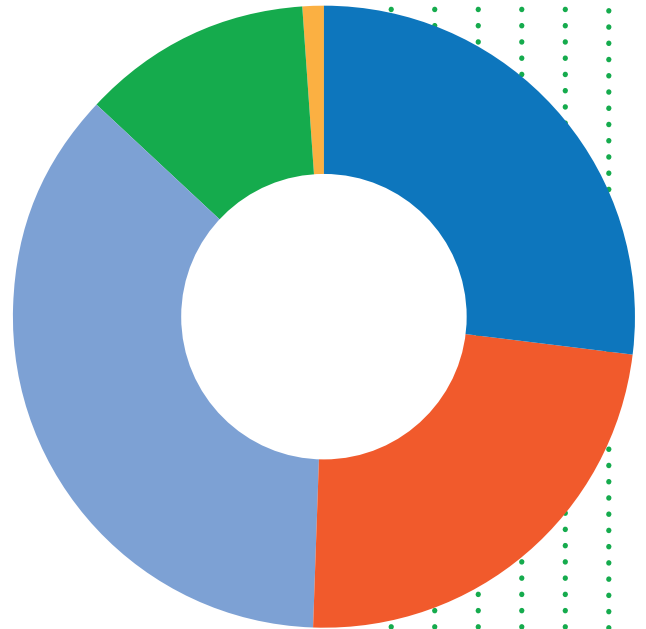
Today, Diego is a trusted part of the pantry team, helping prepare grocery bags, support staff, and create a welcoming environment. His story reminds us that healing is not linear—and that community, when rooted in dignity, can change everything.

2025 Financials

For the Fiscal Year ending June 30, 2025

REVENUE

Government Grants & Contracts	\$ 4,805,276
Capital Campaign	\$ 3,559,230
Patient Services	\$ 3,101,298
Contributions	\$ 1,558,083
Investment & Other	\$ 159,824
Total Revenue	\$ 13,183,711



EXPENSES

CLIENT SERVICES

Case Management	\$ 3,309,382
Medical Healthcare	\$ 3,096,432
Behavioral Health	\$ 2,045,864
Food Pantry	\$ 370,143
CLIENT SERVICES SUBTOTAL	\$ 8,821,821
Management & General	\$ 1,103,749
Fundraising	\$ 695,910
Total Expenses	\$ 10,621,480



Thank You to Our
2024-2025 Donors.
View Online at





Community in Action

Throughout the year, Ritter Center brought community members together, elevated client voices, and advanced our mission to prevent and resolve homelessness through meaningful events and outreach.

In May, more than 200 guests gathered at The Clubhouse at Peacock Gap in San Rafael for our signature fundraiser, Under the Stars. The evening honored Rhea Suh, President and CEO of Marin Community Foundation, for her leadership and focus on uplifting those in need; San Domenico Upper School Interact Club for their volunteer service; and Jalynne Allen, Ritter Center client and community advocate, for the hope and resilience she embodies. **The event raised over \$200,000** to sustain essential programs.

Client-centered initiatives throughout the year promoted dignity, health, and opportunity. Our Back-to-School Campaign equipped 200 students with backpacks and Target gift cards to help them start the year prepared and confident. Women's Health Day provided free mammograms and cervical cancer screenings, along with haircuts, manicures, massages, and lunch—creating space for care, rest, and connection.

During the holiday season, Ritter Center ensured comfort and community for those in need. Thanksgiving distributions included more than 200 turkeys with traditional side dishes, and the Holiday Meal for the Homeless offered warm meals, companionship, and moments of dignity.

We are deeply grateful to our volunteers, whose dedication and support make each gathering possible and **strengthen our community year-round—bringing hope, care, and connection to Marin's most vulnerable neighbors.**

