



MADERA COUNTY GRAND JURY

P.O. Box 534, Madera, CA 93639



Madera County Behavioral Health • Madera County Social Services • Madera County Public Health



Taking Action: Steps to Publicly Communicate Homelessness Metrics

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Final Report 2526-05

Prepared by the

2025-2026 Madera County Grand Jury

SUMMARY

Madera County is remiss in effectively communicating the actions and results aligned with the 2023 Madera County Strategic Plan, Taking Action: Steps to Prevent & End Homelessness in Madera County.






The Strategic Plan (SP) states that strategy and actions specific to public education are as follows:

- Strategy E.3: Deepen Public Understanding of Homelessness and Its Solutions.
 - Action Step E.2.b: Create a Madera County website with a publicly facing dashboard that shows progress toward identified goals (i.e., services offered, people assisted, or people placed into housing), up-to-date data, and information regarding success stories, challenges, key policy decisions, funding allocations, available resources, housing opportunities, etc.
 - Action Step E.3.b: Establish a year-round communication strategy to educate the public about homelessness and the local homelessness response, addressing common myths and celebrating progress in strategic plan implementation. Highlight programs and services, data-driven best practices, opportunities for community members to get involved, and examples of impact and success.

The MCGJ research identified that in the 34 months since the publication of the SP, the aforementioned goals have not been met.

The issue is the lack of a strategy and action to communicate effectively. This is not to say that great work is not being done, as many positives should be celebrated. The MCGJ is pointing out that the progress, challenges, timeline, and results are not being publicly shared through the Madera County website.

MADERA COUNTY GOALS AND STRATEGIES

	<p>Goal A: Stop Homelessness Before It Begins</p> <ul style="list-style-type: none"> ✓ <u>Strategy A.1:</u> Increase prevention & diversion services ✓ <u>Strategy A.2:</u> Improve coordination to ensure people are not discharged into homelessness
	<p>Goal B: Increase Access to Homeless Emergency Response Services</p> <ul style="list-style-type: none"> ✓ <u>Strategy B.1:</u> Expand access to safe, low-barrier temporary housing options ✓ <u>Strategy B.2:</u> Coordinate countywide street outreach and street medicine programs ✓ <u>Strategy B.3:</u> Expand services to support and maintain exits from homelessness
	<p>GOAL C: Expand Safe, Affordable Housing</p> <ul style="list-style-type: none"> ✓ <u>Strategy C.1:</u> Assess and use available and appropriate public land for permanent housing ✓ <u>Strategy C.2:</u> Protect and expand affordable housing through local policy ✓ <u>Strategy C.3:</u> Expand access to the housing market
	<p>GOAL D: Improve Quality of Data about Homelessness</p> <ul style="list-style-type: none"> ✓ <u>Strategy D.1:</u> Establish a data quality subcommittee for Madera County and the FMCoC ✓ <u>Strategy D.2:</u> Improve Madera County partner participation in HMIS ✓ <u>Strategy D.3:</u> Establish Protocols to Track System Performance and Address Disparities in Madera County ✓ <u>Strategy D.4:</u> Collect aggregate data about Madera County homelessness to be made publicly available
	<p>GOAL E: Collaborate & Communicate Effectively across the Region</p> <ul style="list-style-type: none"> ✓ <u>Strategy E.1:</u> Strengthen the Madera County homeless response system infrastructure ✓ <u>Strategy E.2:</u> Improve communication, coordination, and collective action ✓ <u>Strategy E.3:</u> Deepen public understanding of homelessness and its solutions

The MCGJ recommends that the Madera County Board of Supervisors (BOS) take ownership of ensuring that these goals to inform the public are achieved by communicating regularly on the Madera County website.

The MCGJ also found that there is no substance abuse rehabilitation facility available in Madera County, and individuals needing care must travel out of the county for treatment. There is a plan to build a sobering center. The following anticipated timeline was presented to the MCGJ by the BOS:

- Design Phase: Current – March 2026
- Permitting: March 2026 – May 2026
- Construction (Demo): February – March 2026
- Construction (Building): June 2026 – July 2027

GLOSSARY

BOS - Madera County Board of Supervisors

MCGJ - Madera County Grand Jury

SP - 2023 Madera County Strategic Plan, Taking Action: Steps to Prevent & End Homelessness in Madera County

BACKGROUND

Homelessness in Madera County negatively affects the community and available statistics reveal it is escalating. The MCGJ investigation was initiated due to the lack of performance metrics on the Madera County website against the SP. Homebase, a non-profit with expertise in building community capacity to prevent and end homelessness, was hired by Madera County. \$50,000 was awarded by the Fresno-Madera Continuum of Care to conduct the gap analysis on homelessness, design a strategic plan, and initiate the implementation across the many entities involved.

These entities include, but are not limited to: Community Action Partnership of Madera County (CAPMC); Homeless Engagement for Living Program (HELP Center), Madera County Behavioral Health, Madera County Social Services, Madera County Public Health, Homeless Engagement and Assistance Response Team (H.E.A.R.T.), Madera Rescue Mission, Madera County Sheriff's Office, City of Madera Police Department, Fresno-Madera Continuum of Care, and Housing Authority of the City of Madera.

The 2024-2025 MCGJ published a report, "Leadership Gaps Amid A Homeless Crisis," in May of 2025. The 2025-2026 MCGJ also identified the gap in permanently filling the leadership role that ensures collaboration of all entities:

- Strategy Goal E: collaborate & communicate effectively across the entire region.
Action Step: E.1.a: Fund a full-time staff county leadership position to support community-wide implementation of strategies, including coordination of implementation bodies, the outreach campaign, and execution of various initiatives and action steps.

It is the understanding of the MCGJ that the timeline for this position to be fully onboard was 23 months from the launch of the May 2023 SP.

- In June 2024, the position of Supervising Staff Services Analyst assigned to lead the SP was filled.
- In April 2025, the plan responsibility was formally transferred from Homebase (the consulting non-profit that created the SP) to the Supervising Staff Services Analyst assigned to lead the SP.

METHODOLOGY

The MCGJ conducted interviews under admonition to ensure discussions and disclosures remain confidential. The MCGJ met with the following entities to learn about their role in the plans and actions identified in the SP:

- Board of Supervisors
- City of Madera Housing Authority
- Community Action Partnership of Madera County

- Department of Behavioral Health
- Department of Public Health
- Department of Social Services
- Madera City Police Department
- Madera County Sheriff's Department
- Madera Rescue Mission

The MCGJ conducted extensive online research to obtain data and performance metrics relative to the SP. The overall findings are that data and reports are not current, and are spread across web pages for Madera County and websites for the other involved entities. See Bibliography.

DISCUSSION

Madera City and County have multiple agencies and departments addressing homelessness. The majority of individuals interviewed by the MCGJ reported a lack of coordination among the agencies.

Performance metrics regarding the homeless population and actions on the SP are not being shared on the Madera County website.

In conducting the research, the MCGJ found that many entities are working with the homeless population in Madera County. The MCGJ would like to recognize the efforts of the following entities that assist the homeless population in housing, access to services, and outreach.

- H.E.A.R.T: Established July 2025 to provide outreach “Foundational Purpose and Overview” June 2025 (see Appendix A)
- Madera Rescue Mission has recently incorporated a less restrictive entrance policy for the unhoused and provided the MCGJ with an update on services (see Appendix B)

FINDINGS

F1. The Madera County Board of Supervisors has not taken accountability for ensuring the implementation of Strategy E3 and Action Step E.3.b of the Madera County 2023 Strategic Plan for the Prevention and End of Homelessness.

F2. The information on plans and actions of the many agencies involved in the implementation of the strategic plan is scattered across multiple websites.

F3. A sobering center for Madera County is scheduled to be completed in July 2027.

RECOMMENDATIONS

R1. The Madera County Grand Jury recommends that the Madera County Board of Supervisors ensure the strategic plan is updated and published on the Madera County website no later than August 1, 2026.

R2. The Madera County Grand Jury recommends that the Madera County Board of Supervisors ensure the performance metrics dashboard on homelessness is published and maintained on the Madera County website no later than August 1, 2026.

R3. The Madera County Grand Jury recommends that the Madera County Board of Supervisors monitor the sobering center project to ensure Madera County residents have rehabilitation resources within the county by the target date of July 2027.

REQUIRED RESPONSES

Pursuant to Penal Code sections 933 and 933.05, the MCGJ requests a response as follows from the elected county officials within 90 days:

Madera County Board of Supervisors
200 W 4th Street
Madera, CA 93637

BIBLIOGRAPHY

- CAPMC Strategic Plan (HELP Center) 2024
<https://capmc-staging.com/wp-content/uploads/2024/07/2024-Strategic-Plan-Performance-Report.pdf>
- Homeless Engagement and Assistance Response Program (H.E.A.R.T) July 2025 <https://www.facebook.com/MaderaSheriff/posts/1164021822435129/>
- Madera County Informational Workshops (October 2023)
<https://www.maderacounty.com/services/housing-and-homelessness-services/informational-workshops>
- Fresno-Madera Continuum of Care 2023 Point-In-Time-Count 2023 Executive Summary <https://fresnomaderahomeless.org/point-in-time>
- Madera County Homeless Health Assessment: Access and Barriers to Care A Countywide Needs Assessment Presented by the Madera County Department of Public Health and Partners to the Local Indigent Care Needs (LICN) Grant Program (May 10, 2021)
<https://www.maderacounty.com/home/showpublisheddocument/26738/637565159646500000>
- Madera County Interim Housing and Street Outreach Project (HHAP5) January 2025
<https://www.maderacounty.com/services/homeless-resource-webpage/homelessness-madera-county#ad-image-3>
- Madera County Strategic Plan (Homebase) May 2023 & Madera County Homeless Gaps Analysis (Homebase) May 2023
<https://www.maderacounty.com/government/administrative-management/madera-county-strategic-plan-to-address-homelessness>
- Madera Rescue Mission Tour <https://www.maderarescuemission.org/>
- Madera Rescue Mission Annual Report - see Appendix
- Homelessness Task Force Report (Institute for Local Government 2018)
https://www.ca-ilg.org/sites/main/files/htf_homeless_3.8.18.pdf
- State of California Accountability (no updates since 2023)
<https://www.accountability.ca.gov/county/madera/homelessness/>

- Madera County Homelessness Data Hub (2023)
<https://www.maderacounty.com/services/housing-and-homelessness-services/datahub>
- Point-In-Time 2026 Count Article
<https://www.yourcentralvalley.com/news/local-news/2026-homeless-count-fresno-madera/>
- Housing Authority of the City of Madera Board Agenda Packets
<https://maderaha.org/about-us/board-agenda/2025-board-agenda-archive/>
- Madera County Behavioral Health Resources
<https://www.maderacounty.com/government/behavioral-health-services/resources>

APPENDIX

A. H.E.A.R.T. Foundational Purpose and Overview (July 10, 2025)

B. Madera Rescue Mission Report on Services (February 24, 2026)

Reports issued by the Civil MCGJ do not identify individuals interviewed. Penal Code Section 929 requires that reports of the MCGJ not contain the name of any person or facts leading to the identity of any person who provides information to the Civil Grand Jury. The California State Legislature has stated that it intends the provisions of Penal Code Section 929, prohibiting disclosure of witness identity, to encourage full candor in testimony in MCGJ Investigations by protecting the privacy and confidentiality of those who participate in any MCGJ investigation.