

## USE CASE

# Shelter Operations, Case Management & Reunification Assistance

*Homestead, FL*

## Acuity Provides Temporary Housing, Care, and Reunification Support for Thousands of At-Risk Migrants - In Less Than 30 Days

### Background

A U.S. government agency is tasked with promoting the health, well-being, and stability of refugees, unaccompanied alien children (UAC), and other eligible individuals and families, through culturally responsive, trauma-informed, and strengths-based services.

This agency has continually evolved to meet the changing needs of refugees, asylees, survivors of torture, and victims of trafficking. However, it faced several challenges at the U.S.-Mexico border, particularly in managing the care and placement of UACs and other vulnerable migrant populations. Surges in migrant arrivals, shelter and housing constraints, medical needs, and family reunification logistics strained resources and threatened the ability to provide even basic assistance to those in need.

To address these challenges, the agency partnered with Acuity International to provide rapid shelter construction and operation services, case management, and trauma-informed care for thousands of UACs in Homestead, Florida.

### Challenge

Key operational, case management, technology, and process challenges that Acuity addressed included:

- **Rapid shelter deployment and scaling:** Establishing a high-occupancy facility in a short timeframe, requiring efficient hiring, training, and logistics management.
- **24/7 shelter operations:** Continuous direct care and supervision of UACs placed high demands on staffing and resource allocation.
- **Safety and security:** Maintaining a secure campus with strict visitor monitoring while ensuring the well-being of staff and UAC was a priority.
- **Reporting and tracking:** The agency lacked real-time tracking of bed capacity, UAC movement, and reunification status.

### Summary

With Acuity International's shelter management services, a government agency quickly scaled temporary migrant housing capabilities for unaccompanied children aged 13-17 and provided vital care, case management, and reunification assistance.

### Industry

Government

### Challenges

Surges in migrant arrivals, limited housing capacity, medical needs, and complex family reunification logistics threatened care for vulnerable unaccompanied children.

### Solution

The agency partnered with Acuity International to deploy shelter facilities and services rapidly, ensure 24/7 care, maintain security, and implement real-time tracking for unaccompanied children's movement and reunification.

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## Solution

In 2018, Acuity International was awarded a contract to establish shelter operations and program management services in Homestead, FL. This included the rapid construction and operation of a 2,700-bed temporary shelter for UACs aged 13-17. The facility was fully operational with 4,800 staff within just 30 days. Shelter operations provided 24/7 direct care and services to UACs throughout the contract's duration.

Acuity was responsible for providing all personnel, materials, and life-sustaining services required to support operations at scale at the Homestead shelter. The shelter also maintained a secure campus, ensuring all visitors presented valid documentation and were monitored to safeguard the well-being of both the staff and UACs.

Our solution included:

- **Comprehensive shelter operations:** Staffed 24/7 by bilingual personnel trained in providing socio-economic sensitivity, respect, and understanding of the trauma the UACs may have experienced.
- **Wraparound services:** Provided case management, logistics, legal referrals, clinical counseling, educational services, medical operations, security, food, housekeeping, and laundry.
- **Scalable growth:** Ensured rapid personnel recruitment, credentialing, and training to scale operations as needed.
- **Efficiency in reunifications:** Acuity developed a Discharge and Reunification Team (DART) to support the shelter's 1,200 UAC transports a week. DART streamlined UAC travel logistics, documentation, and real-time movement tracking to improve efficiency in reunifications.
- **Atlas shelter management system:** Leveraged a proprietary, secure, and cloud-based system to ensure accurate and timely data tracking of bed capacity, UAC data, and reunification status. Atlas was a valued and comprehensive single-source analysis solution for compliance, security, performance, management, and projections. Agency leadership relied on Atlas for daily operations reporting, showcasing Acuity's superior data management capabilities.
- **Odyssey tracking system:** The Odyssey system with Geo Tracker enabled shelter case managers to efficiently track and prepare documentation for UAC remigration to sponsors. Real-time tracking of chaperone locations provided visibility and communication for the DART team, ensuring safe, timely, and coordinated reunification. This streamlined the process, reducing risks and improving efficiency.
- **Significant Incident Response (SIR) team:** Acuity established an SIR team to ensure compliance with the four-hour reporting requirement by quickly creating, responding to, and tracking SIRs in Atlas. The team handled preliminary investigations, managed SIR addendums, and coordinated with CPS, law enforcement, and third-party investigators for thorough incident resolution.



# 14,305

UACs Sheltered in Homestead, FL  
(Feb 2018 – Nov 2019), Plus 667 Family Groups

# 47.83 days

Average Length of Stay per UAC  
at Homestead Facility

# 11,950

Reunifications, 11,950 Discharges Case  
Managed, 2,149 Transfers, and 128 Age-Outs

## "Exceptional"

CPARS Ratings for Quality, Schedule, Cost, Management & Compliance

## "Always" or "Often"

Top Satisfaction Ratings from UACs for Care & Case Management



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