Michigan Freedom Campus

Employment & Workforce Development Plan

September 2026

103–105
direct full-time jobs at initial operations

116–148
direct full-time jobs at full campus operations

5
employer lines on one campus

Michigan Freedom Campus converts a largely dormant former college campus in Roscommon County, Northern Michigan, into a year-round rural employment center anchored by healthcare, veterans services, food services and housing manufacturing. The campus carries 103–105 direct full-time jobs at initial operations and 116–148 at full campus operations.

These are permanent direct jobs, exclusive of temporary construction employment, outside contractors and indirect employment in the surrounding community. Every job in this plan traces to one of five employer lines.

Five employer lines

65	3–5	10	8	17
jobs at initial operations	jobs at initial operations	jobs at initial operations	jobs at initial operations	jobs at initial operations
Bear River Health SUD Treatment & Recovery	Campus Nonprofit Administration	Veterans Recovery Program	Food Services	Modular Housing Manufacturing
65–80 at full operations	3–5 at full operations	10–15 at full operations	8 at full operations	30–40 at full operations

Where the jobs come from

103–105 growing to 116–148

Every job in this plan is assigned to one of five employer lines, and each line keeps its own color throughout the plan. Food Services at 8 and Campus Nonprofit Administration at 3–5 hold steady from opening. Growth between initial operations and full operations comes from Bear River Health, which grows from 65 to as many as 80, the Veterans Recovery Program, which grows from 10 to 10–15, and Modular Housing Manufacturing, which grows from 17 to 30–40.

Employer line	Initial operations FTE	Full operations FTE
Bear River Health SUD Treatment & Recovery	65	65–80
Campus Nonprofit Administration	3–5	3–5
Veterans Recovery Program	10	10–15
Food Services	8	8
Modular Housing Manufacturing	17	30–40
Total direct FTE	**103–105**	**116–148**

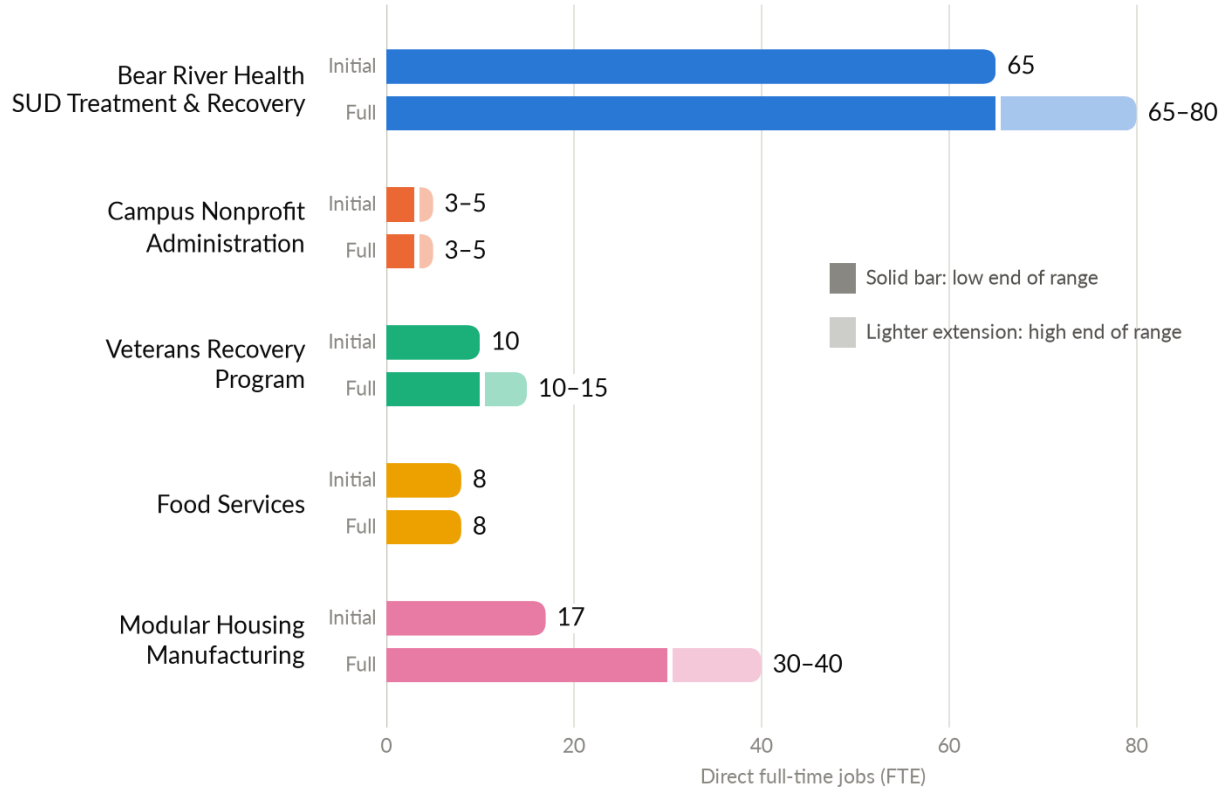


Figure 1. Direct full-time jobs by employer line at initial operations and at full operations. Where a line is staffed within a range, the solid bar runs to the low end of the range and the lighter extension to the high end.

Bear River Health — SUD Treatment & Recovery

65 full-time jobs at initial operations, growing to as many as 80 at full campus operations

65
full-time jobs at initial operations

65–80
full-time jobs at full campus operations

184
treatment and recovery-residence beds

Bear River Health operates the substance use disorder treatment and recovery component of the campus: 184 beds, made up of 120 residential SUD treatment beds and 64 recovery-residence beds. The residential program serves approximately 1,460 individuals per year. At initial operations, staffing this component takes 65 full-time positions across 11 roles, growing to as many as 80 at full campus operations. These are ongoing healthcare, recovery-support, transportation, maintenance and management positions, not temporary jobs.

Position at initial operations	FTE
Counselors	12
Case Managers	6
Peer Recovery Coaches	6
Behavioral Health Technicians	16
Facilitators	6
Drivers	4
Security	3
Housekeepers	3
Activity Directors	2
Maintenance	5
Executive/Management	2
Total	**65**

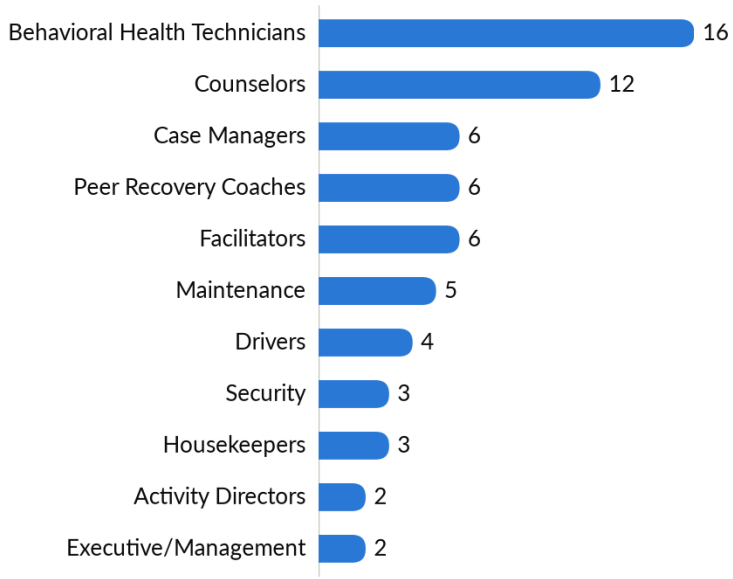


Figure 2. The 65 Bear River Health positions at initial operations, by role; the chart sorts the roster from largest to smallest.

Hiring is phased with occupancy

Within about 120 days of fund approval, the residential program opens with 60 of its 120 beds and the recovery residence opens with 24 of its 64 beds. All 184 beds are operational at 24 months, and staffing builds with the census.

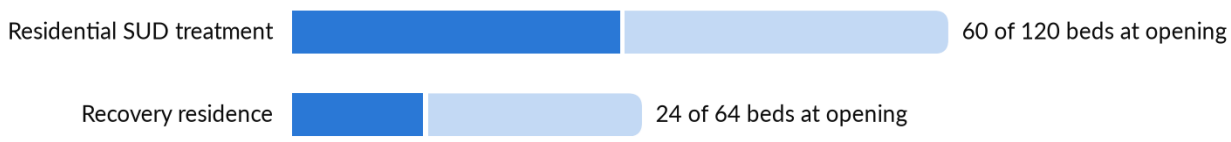


Figure 3. Beds open within about 120 days of fund approval (solid) against full capacity at 24 months (lighter track).

Campus Nonprofit Administration — 3–5 full-time jobs

The nonprofit that owns and administers the campus is a separate employer from Bear River Health. The campus nonprofit employs 3–5 full-time administrative staff, at initial operations and at full operations alike. Its staff carry the responsibilities below.

Campus administration	Grant and financial reporting	Compliance	Coordination among the campus operators

Veterans Recovery Program — 10 dedicated full-time jobs

10
dedicated full-time jobs at initial operations

10–15
dedicated full-time jobs at full operations

40
veteran units with 55 beds

The Veterans Recovery Program provides 40 veteran units with 55 beds: 25 private emergency/crisis units and 15 two-bedroom recovery-residence apartments. The program opens with 10 dedicated full-time positions and grows to 10–15 at full operations. Those positions are supplemented by Bear River Health clinical and campus shared services, so the veterans program uses shared clinical and campus resources rather than duplicating infrastructure.

Staffing by function

Function	Staffing
Program Director/Management	Dedicated
Veteran Case Management	Dedicated
Peer/Veteran Recovery Support	Dedicated
Residential Support	Dedicated
Housing/Benefits Navigation	Dedicated
Transportation/Community Integration	Dedicated/shared
Administrative Support	Dedicated/shared
Clinical/SUD Services	Shared with Bear River Health as needed
Security/Maintenance	Campus shared services

Partner agencies support the veterans continuum. MVAA supports veteran housing, referrals and case management. VA / HUD-VASH supports housing vouchers, case management and veteran referrals.

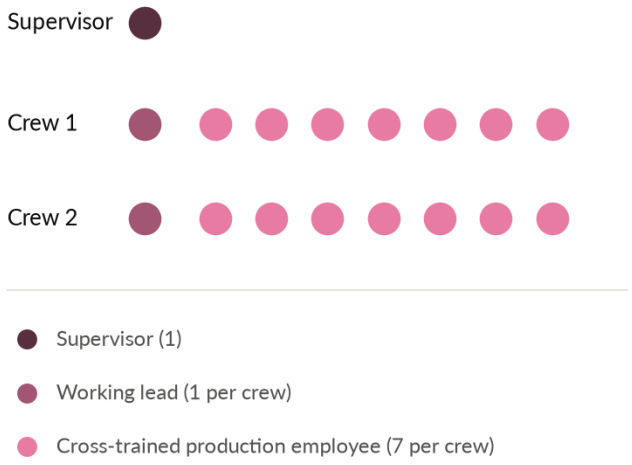
Food Services — 8 full-time jobs

Food Services is a shared campus service with seven-day coverage, serving treatment residents, recovery-residence residents, veterans and staff. Its 8 full-time jobs are in place at initial operations and continue at full operations. Food Services is its own employment line, separate from Bear River Health's positions and from the campus nonprofit's administrative staff.

Food Service/Kitchen Manager	Cooks/Food Preparation	Dining, Dish and Utility	Weekend/Relief Coverage

Modular Housing Manufacturing — 17 growing to 30–40 full-time jobs

Modular Housing Manufacturing launches with 17 full-time jobs: two 8-person crews, each made up of one working lead and seven cross-trained production employees, plus 1 supervisor. Licensed electrical and plumbing professionals are brought in as required for supervision and sign-off. Employment grows with production, to 20–25 jobs at expanded production and 30–40 at mature production.



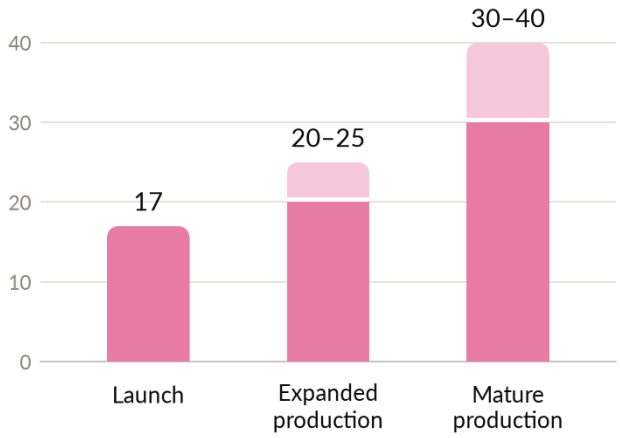


Figure 4 (left). The 17 launch positions by crew. Figure 5 (right). Full-time jobs by production stage; the solid bar runs to the low end of each range and the lighter extension to the high end.

A skilled-trades pathway

The operation trains its workforce in the skill areas below, and it is designed to work hand-in-hand with Michigan Works! and state apprenticeship programs.

Carpentry	Electrical	Plumbing	Drywall	Flooring
Cabinetry	Finish work	Manufacturing	Quality control	Logistics

When the jobs arrive

116–148 FTE at full campus operations

Hiring follows three phases measured from funding. Employment reaches 45–60 FTE in Phase I, 80–105 FTE in Phase II and 116–148 FTE at full campus operations in Phase III.

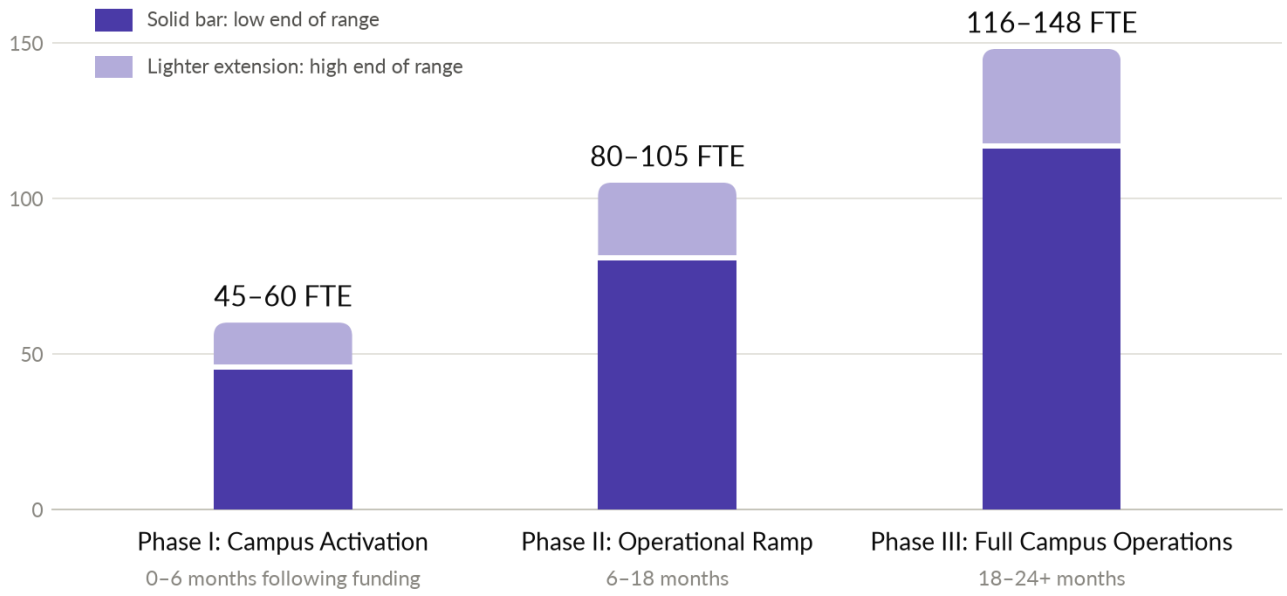


Figure 6. Campus-wide direct full-time jobs by phase. The solid bar runs to the low end of each range and the lighter extension to the high end.

Phase I — Campus Activation

0–6 months following funding

45–60 FTE

Bear River Health opens its first 60 residential beds and initial recovery housing. Veterans operations begin staffing, Food Services opens, and the modular facility begins buildout and workforce recruitment.

Phase II — Operational Ramp

6–18 months

80–105 FTE

Bear River Health expands census and the veterans program reaches operating capacity. Food Services moves to full seven-day staffing, and modular manufacturing moves into active production.

Phase III — Full Campus Operations

18–24+ months

116–148 FTE

Bear River Health reaches full 184-bed capacity and the veterans continuum is fully operating. Shared campus services are stabilized, and modular manufacturing expands with its project pipeline.

An integrated employment platform

The employment strategy is intentionally integrated. Bear River Health provides the clinical and recovery-services backbone. The Veterans Recovery Program draws on those shared resources. Food Services serves every campus population. The campus nonprofit administers the whole. Modular Housing Manufacturing adds a skilled-trades pathway.

The result is not simply a capital redevelopment project. The State's investment activates a permanent rural employment platform centered on recovery, veterans, workforce development and housing production.

103–105
direct full-time jobs at initial operations

116–148
direct full-time jobs at full campus operations

How the five lines fit together

Employer line	Role on the campus	Initial FTE	Full FTE
Bear River Health SUD Treatment & Recovery	Clinical and recovery-services backbone	65	65–80
Campus Nonprofit Administration	Administers the whole campus	3–5	3–5
Veterans Recovery Program	Veterans continuum built on shared resources	10	10–15
Food Services	Serves every campus population	8	8
Modular Housing Manufacturing	Skilled-trades pathway	17	30–40
Total direct FTE		**103–105**	**116–148**

Partners

Partner	Role in the campus plan
MVAA	Veteran housing support, referrals and case management
VA / HUD-VASH	Housing vouchers, case management and veteran referrals
LEO and Michigan Works!	Workforce development, apprenticeship programs and job training