

# SET FREE ALASKA



STRATEGIC PLAN  
2013 - 2018

A landscape photograph featuring a vibrant rainbow arching across a sky filled with dark, heavy clouds. Below the rainbow, a field of tall grasses and shrubs is in full autumn, displaying rich golden, orange, and brown hues. The scene is set against a backdrop of rolling hills under a dramatic, overcast sky.

*Everyone deserves to feel valued...*

*Everyone deserves to have hope...*

*Everyone deserves to be free from addiction...*



# Table of Contents

Message from Founder Ryan Ray	. . . . .	1
Foreword by Executive Director Philip Licht	. . . . .	2
Set Free Alaska Organizational Identity	. . . . .	3
Strategic Plan Statement of Purpose	. . . . .	5
Strategic Plan Priorities	. . . . .	6
2013 – 2018 Strategic Plan	. . . . .	7
The Way Forward	. . . . .	11
Board of Directors	. . . . .	13



## A Message from Founder, Mr. Ryan Ray

The state of Alaska is truly one of the most amazing places on earth. Alaska's diverse and beautiful landscape is only equaled by the quality and beauty of its people. Alaskans are uniquely independent, bold and capable of great accomplishment. Like the brave pioneers before us, Alaskan people are not afraid to face and conquer any challenge laid before us.

While being an Alaskan citizen provides the opportunity for great freedom, a large number of people in our state suffer from the bondage of addiction to drugs and alcohol. Unfortunately, our great state reports some of the highest rates of drug and alcohol related issues in the nation. Domestic violence, sexual assault and suicide also continue to destroy the lives of beloved Alaskan people at an alarming rate. These issues continue to be amplified in remote, hard to reach areas of our state. We as Alaskans cannot accept the death and destruction caused by the hands of addiction. The lives of beautiful Alaskan people are far too valuable to be lost forever.

Set Free Alaska was created to be a shining light for freedom from addiction in Alaska. Built on a foundation of love for the hurting and broken-hearted, Set Free Alaska is steadfastly focused on seeing individuals and families receive the healing and freedom that they desperately desire. This agency operates with the understanding that by setting one individual free from addiction, we can change the lives of their descendants for generations to come. By employing a highly innovative and client centered "mind-body-spirit" approach to recovery, Set Free Alaska ensures that every client receives the opportunity to experience true and lasting freedom from the bondage of addiction. Due to the high regard this organization has for each individual, Set Free Alaska will constantly strive for operational excellence and improved service provision.

Defeating addiction in Alaska does not come without great challenges. However, through strategic partnerships, successful collaboration and innovative advancement, we can overcome any challenge that presents itself. As we press forward in this fight, Set Free Alaska continues to strengthen its relationships with organizations in our community and across the state of Alaska. Mutually shared success is obtained by integrating knowledge, resources and capabilities throughout a well developed and diverse partnership network. Only through a unified and dedicated effort, is it truly possible to see every Alaskan experience freedom from addiction.

Set Free Alaska will remain passionately undeterred in its mission to facilitate freedom from the bondage of addiction. We will continue to boldly declare to the captives, "Come out," and to those living in darkness, "Be free."

A handwritten signature in blue ink that reads "Ryan Ray". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

**Ryan Ray**  
Founder



## Foreword by Executive Director, Mr. Philip Licht

Those struggling in the bondage of addiction are not strangers. They are sons and daughters, friends and family, neighbors and co-workers. Unfortunately, the state of Alaska currently faces an epidemic regarding substance abuse. Addiction continues to have a destructive impact on our state, our communities and our homes.

Set Free Alaska is a Christian outpatient treatment center that uses a “mind-body-spirit” approach to recovery. Combining evidence-based methodology with a faith-based model, Set Free Alaska continues to be highly successful in treating drug and alcohol addiction. We understand that every client walks a different path to recovery. For this reason, Set Free Alaska utilizes multiple forms of treatment service delivery to maximize each client’s opportunity to experience freedom from addiction.

Strong connection with the community is a crucial element in our ability to meet the growing needs of the clients we serve. It is our desire to be a blessing and a servant to the community around us. In order to be successful, we must have a vision greater than our agency. This strategic plan is focused on addressing the needs of the individual as well as the systemic issues occurring in Alaska. Strong partnerships have been established with South Central Foundation, Mat-Su, Kenai, and Anchorage ASAP, Daybreak Mental Health Services, Federal and State Probation, Rasmuson Foundation, Mat-Su Health Foundation, The Mat-Su Substance Abuse Coalition, local churches, and many other local agencies.

Although Set Free Alaska’s strategic priorities are big picture in nature, they are ultimately designed with the individual in mind. We have a high value for our staff, as well as for each client we serve. Every person deserves to be treated with dignity, respect and honor. At Set Free Alaska, we believe that no matter what a person’s past or present is and regardless of their beliefs, their appearance, or where they live, God loves them equally. It is through God’s love that we are able to bring the message of hope and freedom to those struggling with addiction.

Remaining true to our foundations and core values, Set Free Alaska will press on until every Alaskan experiences the love of God and true freedom from the bondage of addiction. The giant of addiction in our land is too big to conquer alone. However, with unity of purpose and God’s grace, we will see those we love walk in the freedom they were created to enjoy.

A handwritten signature in blue ink, appearing to read 'Philip Licht', written in a cursive style.

**Philip Licht**  
Executive Director

# *~Our Organizational Identity~*

## *Who We Are:*

Set Free Alaska is a Christian outpatient substance abuse treatment center. Set Free Alaska is a designated 501(c) 3 non-profit organization and is certified by the state of Alaska's Division of Behavioral Health.

## *Our Vision:*

Our vision is to see all Alaskans experience the love of God and true freedom from addiction and destructive behaviors.

## *Our Mission:*

The mission of Set Free Alaska is to facilitate freedom from the bondage of addiction.

## *Our Approach:*

Set Free Alaska uses a highly innovative "mind-body-spirit" approach to recovery. This unique approach fuses healthy spiritual principles with proven clinical and therapeutic techniques. Set Free Alaska recognizes that family and community support are essential to successful recovery. For this reason, Set Free Alaska integrates family and community aspects throughout the client's treatment experience. We believe that the process of receiving treatment should not be a hindrance to recovery. Therefore, Set Free Alaska operates a client-centered model and uses multiple forms of treatment service delivery.



# *~Our Organizational Identity~*

## *Our Core Values:*

- Our highest aim is to *bring God glory*. Our program stands out because God is the center of all that we do. Our desire is to see the kingdom of heaven established in this state.
- Every person on this earth is created in the image of God. Therefore, we have a *high value* for our staff, and the clients that we serve.
- Each *individual* deserves to be treated with dignity, respect and honor; regardless of race, religion, gender, or economic class. A culture of *honor* and a high value for each person will permeate every aspect of our treatment center.
- We are a non-profit, *community centered* agency. We desire to be a *servant* and a *blessing* to those around us. It is our goal to partner with and be a blessing to the local and state community.
- We believe that we should conduct ourselves with *excellence*. Therefore, our staff, program, and services will be of the *highest quality*. We desire to be an excellent employer, in order to have excellent employees, who provide excellent services to our clients.
- We believe that *love* is one of the most powerful tools we have. Therefore everything that we do is motivated by a love for God, each other, and the people that we serve.
- All individuals operating on behalf of Set Free Alaska will conduct themselves with *honesty, integrity, and morality* as indicated in the Holy Bible.





## **2013-2018 Strategic Plan**

### ***Statement of Purpose***

The *2013 – 2018 Strategic Plan* serves as a roadmap designed to maximize the operational impact of Set Free Alaska. The strategies detailed in this plan highlight Set Free Alaska's drive for operational excellence, strong partnership networks and superior service provision. This plan was developed to empower and guide Set Free Alaska's forward growth while ensuring the organization remains true to its core values and steadily focused on providing outstanding client-centered services.

The five strategic priorities identified in the *2013 – 2018 Strategic Plan* emphasize those areas that will create the greatest benefit to Set Free Alaska's clients, staff and operations. These priorities and their corresponding sub-strategies provide an effective foundation for all of Set Free Alaska's functions throughout the next five year period.



# Set Free Alaska

## 2013 – 2018 Strategic Plan Priorities

- *Ensure the Highest Level of Operational Excellence.*
- *Enhance Sober Support Networks and Opportunities.*
- *Maximize Consumer Access to Treatment.*
- *Pursue and Strengthen Community and Statewide Organizational Partnerships.*
- *Optimize Integrated Faith Based – Evidenced Based Treatment Model.*



# ***1. Ensure the Highest Level of Operational Excellence.***

***1.1: Maximize Treatment Service Efficiency and Effectiveness***

***1.2: Ensure Organizational Culture Facilitates Core Values***

***1.3: Meet and Exceed State of Alaska Certification Requirements***

***1.4: Obtain National Accreditation***



***1.5: Utilize Technology to Enhance Agency Performance***

***1.6: Enhance Staff Development***

***1.7: Sustain Volunteer Enrichment***

***1.8: Optimize HR Department Processes***

## ***2. Maximize Consumer Access to Treatment.***

***2.1: Overcome Transportation Barriers to Treatment***

***2.2: Identify and Remove Financial Roadblocks***

***2.3: Leverage Technology to Increase Service Provision***

***2.4: Optimize Integrated Therapeutic Services***

***2.5: Expand Service Delivery Sites***





### ***3. Optimize Integrated Faith Based – Evidence Based Treatment Model.***

***3.1: Ensure Sustainable and Effective Treatment Programs***

***3.2: Advance Mind-Body-Spirit Approach to Recovery***

***3.3: Leverage Industry Research to Maximize Treatment Delivery***



### ***4. Enhance Sober Support Networks and Opportunities.***

***4.1: Develop and Promote Mentorship Programs***

***4.2: Identify and Coordinate Resources for Recovery***

***4.3: Promote Social and Recreational Activities Supporting Recovery***

***4.4: Create Life Impacting Support Groups***



## ***5. Pursue and Strengthen Community and Statewide Partnerships***

**5.1:** *Engage and promote activities fostering multi-agency collaboration*

**5.2:** *Enhance and expand partnerships with local and statewide health care providers*

**5.3:** *Identify opportunities for statewide program replication*

**5.4:** *Educate community members regarding addiction treatment and prevention*

**5.5:** *Foster mutually beneficial relationships with organizations funding non-profit treatment centers*

**5.6:** *Maximize operational network of churches and faith-based organizations throughout Alaska*

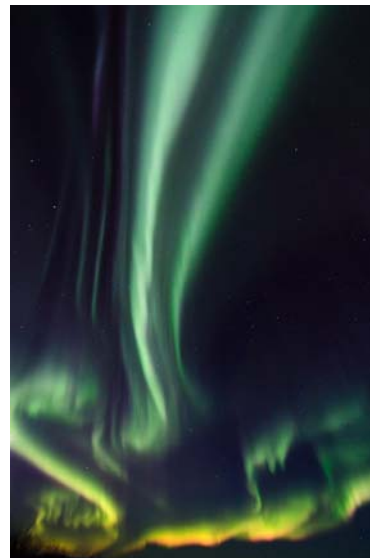


# 2013 – 2018 Strategic Plan

## *The Way Forward*

Set Free Alaska will continue in its mission to facilitate freedom from the bondage of addiction. Moving forward in this mission, Set Free Alaska will pursue continuous improvement in all operational areas while fostering an environment of hope, individual value and God's love.

The strategies included in the *2013 – 2018 Strategic Plan* provide an excellent direction for advancing as an organization. Set Free Alaska will use these strategies as the driving force for all operational plans and tactical approaches. Through effective execution, these strategies ensure Set Free Alaska will have a major impact both in the lives of individuals and in communities across the state of Alaska. The staff members, board of directors and volunteers of Set Free Alaska remain focused on seeing those suffering from addiction receive the love and healing that they desperately need. Set Free Alaska aims to press on until every Alaskan has experienced God's love and freedom from addiction.







**~Set Free Alaska Board of Directors~**

*Ryan Ray*

*Bob Stein*

*Krista J. Gonder*

*Sandra Marklund*

*Pop Hughes*

*David A.*

*Shay Hill*

(Mrs. Joy Stein not pictured)

# Set Free Alaska Board of Directors



**Mr. Ryan Ray** possesses a deep passion to see people experience true freedom. During an eleven year career working in the counseling field, Ryan witnessed firsthand the substantial need for effective substance abuse treatment in Alaska. It was this experience that inspired him to found Set Free Alaska in 2008. In 2009, Governor Sean Parnell appointed Ryan to oversee special projects for the Department of Military and Veterans Affairs. As a member of the Executive Branch, Ryan is often involved in large scale projects having a major impact on the state of Alaska. Ryan is also the Founder and Chief Executive Officer of Areli & Associates LLC, a business consulting company specializing in business management and continuous process improvement. Ryan was honored as a 2011 Alaska Journal of Commerce “Top Forty under 40” award recipient. Currently, he lives in Palmer with his lovely wife Melissa.



**Mr. Philip Licht** has a powerful testimony and passion to see others set free from addictions. He was ordained as a minister in 2005 and spent two years as the Director of Northwind School of Ministry. Philip is skilled at establishing relational networks, building infrastructure and developing systems that facilitate agency growth, community involvement, and personal freedom. In 2008, he became the Executive Director of Set Free Alaska and has been instrumental in its formation and current success. As a community leader, Philip serves on the Mat- Su Borough’s Health & Social Services Board, Mat-Su Substance Abuse Coalition’s Steering Committee, and Northgate Alaska’s Executive Leadership Team. Philip is also an active member of the Mat-Su Business Alliance and Mat-Su Agency Partnership. He enjoys traveling, hiking and spending time with his wife Cheryl and their three children.



**Mrs. Sondra Markwardt** is a community leader in spiritual and pastoral counseling. Sondra has dedicated her life to leading others into a life of freedom. Her fearless and pioneering spirit has resulted in the development of countless programs impacting thousands of lives across Alaska. Sondra is a founding leader of Northgate Alaska Church in Wasilla. As a gifted teacher and powerful minister, Sondra continues to facilitate healing for the lost and broken-hearted. Growing up in rural Alaska, Sondra maintains a special place in her heart for the First Nation people of Alaska. She passionately desires to see all First Nation people experience life free from the bondage of addiction and destructive behaviors. Sondra currently lives in Palmer with her husband Philip.



**Mrs. Joy Stein** is dedicated to seeing all individuals experience God’s love and full freedom in Christ. Joy has worked in the accounting field since 1983. Throughout her career, Joy has worked in all aspects of accounting including being a Comptroller for many privately owned companies serving customers in engineering, construction and delivery services. In addition, she has spent over twelve years in the public accounting arena. Currently, Joy serves as the Accounting Supervisor for the Mat-Su Borough School District. Joy and her husband Tom have facilitated personal finance and budgeting training through Financial Peace University for the last eleven years. Prior to becoming a board member, Joy served diligently as the head of Set Free Alaska’s Finance Committee.





**Mr. Thomas Stein** endeavors to cultivate a culture and atmosphere of honor in the community. As a General Manager with twenty nine years experience in the electrical construction industry, Tom views it not only as an opportunity but also a privilege to bring his experience and passion to the marketplace. Tom is a talented leader with an in-depth understanding of operational excellence. Along with Joy, his bride of over twenty-five years, the two have championed efforts to bring freedom to the broken-hearted through leading, ministering and facilitating in the areas of pre-marital teaching, marriage reconciliation, abuse intervention, personal finance, budgeting as a lifestyle, pressing in through intercession, and inner healing.



**Mrs. Krista Gonder** is a dynamic business leader in the state of Alaska. Currently, she serves as the Chief Financial Officer for Northern Industrial Training in Palmer. Empowered by her innovative and entrepreneurial spirit, combined with her heartfelt love for fellow Alaskans, Krista continues to have a major impact on our community. Her work at Northern Industrial Training and her coordination with state and local political leaders has led to the further advancement of economic opportunities for the citizens of Alaska. In addition to her participation with Set Free Alaska, Krista serves on the Board of Directors for the prestigious Alaska Support Industry Alliance. Krista passionately desires to see people obtain the skills and abilities necessary to maintain a life free from addiction.



**Mr. Roger Hughes** is driven by his care for the wellness of others. As a Certified Physician's Assistant, Roger has provided quality medical care to thousands of Alaskans throughout his career. Working in the medical field, Roger has personally seen the death and destruction caused by drug and alcohol addiction. This has been especially evident during his tenure as a medical provider in correctional facilities throughout south-central Alaska. Roger is very impactful on the lives of inmates, often bringing hope and healing to those currently in desperate and difficult situations. In addition to his work in Alaska, Roger has made numerous international ministry trips to provide much needed medical care in countries such as Sri Lanka and Indonesia.



**Mrs. Sherry Hill** is committed to seeing individuals healed and families restored from an environment and life of addiction. Sherry continues to be a blessing in the lives of Set Free Alaska's clients through her involvement with Friday Night Freedom groups. Her Christian faith and life experiences have led to her deep seeded passion for the broken-hearted and her overall commitment to Set Free Alaska. Sherry has over thirty years of experience in the telecommunications industry with proven managerial and leadership ability. As a result of her business acumen and organizational skill as well as her love for the lost and desire for all Alaskans to experience freedom from addiction, Sherry remains very impactful to the Set Free Alaska organization and Mat-Su community as a whole.



*“To say to the captives, ‘Come out,’ and to those in darkness, ‘Be free!’ – Isaiah 49:9*



*All scenic photography is copyright protected and donated by Mr. Brian Paden.*



SET FREE ALASKA  
STRATEGIC PLAN  
2013-2018