Strategic Plan | 2019 – 2021
Approved by Board of Directors January 24, 2019

<table>
<thead>
<tr>
<th>Vision</th>
<th>Mission</th>
<th>Core Values</th>
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| Meaningful employment opportunities for all people with disabilities | Serve people with disabilities by offering inclusive employment opportunities and services  
- We will focus upon people with disabilities  
- We will offer employment opportunities and services  
- We will operate a strong viable and growing social enterprise  
We offer an inclusive environment where everyone is treated equally | - Employee & Customer First  
- Positive Attitude  
- Respectful  
- Do the Right Thing  
- Empower Individual Ability |
### Goals & Outcome Measures

#### GOAL 1: Increase Inclusive Employment

MDI will create inclusive employment opportunities with competitive wages and benefits for individuals with disabilities in the communities we serve.

**Outcome Measures**
- Employ 600 people
- 50% of MDI employees are individuals with disabilities
- Maintain compliance with AbilityOne ratio requirements
- Provide employment related services to 200 people with disabilities not employed by MDI (2018=52)
  - Grow paid placement and support services to 65 people with disabilities (2018=13)

#### Goal 2: Sustainable Lines of Business

MDI will operate all lines of business at acceptable adjusted gross margin balanced with our mission.

**Outcome Measures**
- Grand Rapids extrusion operating 24/7
- Develop the business model for a new profile extrusion line to support polypropylene
- 75%+ of Commercial & Medical Services is “Ongoing Program” vs. “Project” work
- Maintain fund balance at $20 million
- Maintain $3 million operating reserve and add $250k per year to the major building repair reserve fund
- Maintain $5 million bank line of credit
- Earn versus Work is at 100%
GOAL 3: Grow Revenue

MDI will grow current lines of business and develop new commercial lines of business for new and existing customers.

Outcome Measures
- Achieve $17 million+ in non-USPS plastic revenue in 2021
- Grow current lines of business revenue:
  - Commercial Packaging and Services Solutions provider -
    - $10.5 million achieved in Commercial Plastics
      - Polypropylene is $1.5M+/year
    - $3.7 million achieved in Commercial Services
      - Medical is $850k/year
  - $1.3 million achieved in Hired Hands
  - $750k achieved in Employment Services
  - $630k obtained in private funding to support MDI (2018 $305k, 2019 $490k, 2020 $550k, 2021 $630k)
- 2 New strategic relationships per year significantly impacting our business
- 5 commercial customers at $1M+ each

GOAL 4: High Performing Social Enterprise

MDI will strive to be a high performing social enterprise and the employer and business partner of choice.

Outcome Measures:
- Maintain organizational metrics through business cycles:
  - 40%+ employees with disabilities
  - 98% of products/services are shipped on-time to MDI promise date
  - <1% customer disappointments based on total shipments
  - MDI net promoter score is 72 or greater
- 90% of employees reporting satisfied or very satisfied with employment at MDI (2018=96%)
- Employee turnover <10%
- Recognized brand as measured annually by:
  - 50,000 website - sessions
  - 50 press - placements
- 10 organizational community partnerships serving people with disabilities