



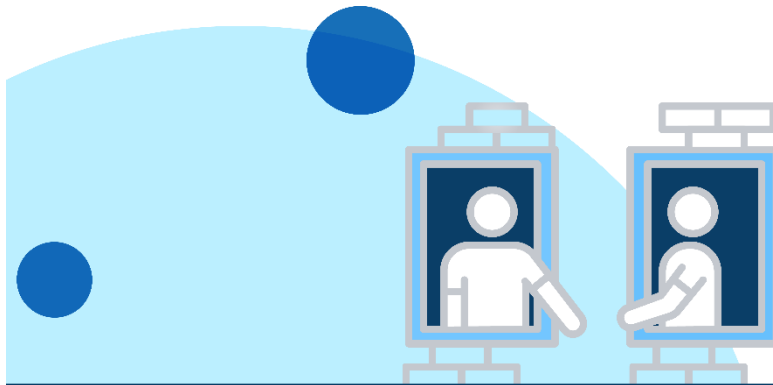
MetroStar Systems[®]
Powering Change[®]

COVID-19
Workplace Readiness Playbook
June 2020

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Our New Normal

Navigating the global pandemic of COVID-19 has been a test of agility and flexibility for our people. The resilience and unity that our team has demonstrated since our move to a virtual workforce in the middle of March has been truly remarkable.

MetroStar's leadership team is working diligently to stay informed and educated on the guidance, best practices, and legislation that will determine how we transition back to our physical workplace. However, opening our offices is a decision that will be made solely in the best interest of our people.

Purpose

This playbook is a dynamic guide for ensuring a careful, gradual reopening of our offices and the precautions we will take to ensure the health and safety of our people. The playbook is dynamic and will be updated regularly based on trends, and more importantly feedback from our people.

The playbook is broken into 4 sections:

1. **People:** Flexibilities and monitoring
2. **Precautions:** Best practices we will employ to increase safety
3. **Places:** Office-specific guidance for each of our locations
4. **Planning:** What employees should expect through the end of 2020

Thank you for your courage and commitment as we continue navigating our new normal. Above all, you continue to be our number one priority and we know we will get through COVID-19 together.



Sincerely,

Ali Reza Manouchehri
Chief Executive Officer

People

MetroStar’s COVID-19 response team is monitoring national, state, and local legislation to determine the best practices and timing to ensure our people’s health and safety. Below are general guidelines MetroStar has developed based on current guidance. Please understand these the guidelines are subject to change, modification or elimination, in whole or in part, with or without notice, at the sole discretion of MetroStar.

Flexibilities and Accommodations Related to COVID-19



MetroStar will **continue** providing flexibilities and accommodations for: *

- Employees with pre-existing conditions that put them at high-risk for COVID-19
- Employees who are caretakers for, or live with, others with pre-existing conditions
- Employees who do not have childcare reinstated
- Employees who do not have access to mass transit

Flexibilities and accommodations include continuing to work from home, coordinating asynchronous schedules, etc. Please maintain open communication with your managers regarding the flexibilities or accommodations you require.

Phased Re-Entry Designations

A phased re-entry ensures MetroStar takes gradual steps to reintegrate our team. A phased approach reduces risk, enables better preparation and monitoring, and provides opportunities to implement incremental control measures. Phases are influenced and impacted by national and state legislation/guidance and may be increased and decreased at the discretion of MetroStar’s COVID-19 response team. **Designations may vary by location.**

Phase 0 100% Remote Workforce						
Phase 1 Essential team members approved to re-enter facilities						
Phase 2 Gradual entry approved for minority of people						
Phase 3 Increased entry approved for majority of people						
Phase 4 Team reintegration						

¹ Flexibilities and accommodations are not limited to the examples provided above and may vary depending on customer and/or contractual expectations.

Designation Details

Phase 0 100% Remote Workforce	<ul style="list-style-type: none"> • MetroStar Facilities Closed • Everyone working virtually unless classified as essential personnel by their contract and/or customer • All work-related travel and events are restricted • All meetings are virtual
Phase 1 Essential team members approved to re-enter facilities	<ul style="list-style-type: none"> • COVID-19 response team approved for re-entry into MetroStar • Access granted to non-essential personnel on an as needed basis • Social distancing and PPE always required • Temperature checks required to enter facilities • All work-related travel and events are restricted • All meetings are virtual • No visitors are permitted to enter any MetroStar facilities
Phase 2 Gradual entry approved for minority of people	<ul style="list-style-type: none"> • Non-essential personnel may begin entering MetroStar facilities on staggered scheduling and reduced capacity • Social distancing and PPE are always required • Temperature checks required to enter facilities • No use of communal rooms (i.e., breakrooms, kitchens, conference rooms) • Essential work-related travel and events will be considered on a case-by-case basis but may require quarantine prior to reintegrating with the workforce • No visitors are permitted to enter any MetroStar facilities
Phase 3 Increased entry approved for majority of people	<ul style="list-style-type: none"> • Non-essential personnel may begin entering MetroStar facilities • Staggered scheduling will still be implemented • Social distancing is always required • Use of communal rooms is approved at reduced capacity and increased distance • Work-related travel and events are permitted but may require quarantine prior to reintegrating with the workforce • Visitors permitted after providing an access questionnaire
Phase 4 Team reintegration	<ul style="list-style-type: none"> • Moving toward business as usual/new normal • Work from home (WFH) as arranged with your supervisor • Work-related travel and events permitted • Visitors permitted

Phases and requirements contained are not linear and may be upgraded, downgraded and/or modified by MetroStar’s executive team and COVID-19 response team

Navigating Long-Term Virtual Work

Long-term virtual work faces four primary challenges, which may result in reduced productivity and increased attrition: *

1. **Lack of face-to-face:** Even with great virtual tools, baselining expectations and communication can be challenging
2. **Lack of information:** Lack of mutual knowledge often translates to reduced patience and understanding for others
3. **Social isolation:** Reduces a sense of belonging and increases intention to leave the organization
4. **Competing priorities:** Balancing suboptimal workspaces with family and work responsibilities

A Guide to Managing Newly Remote Workers

Ways to enable long-term success for leaders, teams, and individuals:

- Schedule regular, predictable, structured check-ins as a forum to raise questions, concerns, and share progress
- Default to video as often as possible. Visual cues increase mutual knowledge and reduce isolation
- Establish rules of engagement around frequency, means, and timing with teams
- Promote social, non-work-related interactions to promote a sense of belonging
- Share encouragement, simply ask others how they are doing – people look to their leaders on how to react to sudden changes; acknowledge the pressures and provide affirmations to unify teams with a sense of purpose and focus

Optimizing Your Meeting Cadence

According to Steven Rogelberg, bad meetings create *Meeting Recovery Syndrome* where the effects of a bad meeting can linger for hours in the form of attendee grousing and complaining. This becomes particularly prevalent with a virtual workforce. To host better meetings:

- Be self-aware
- Know that the purpose is for communicating and decision-making
- Define meeting goals/agenda – if you don't have these, cancel your meeting
- Reduce timeframes to maintain focus on the goals/agenda

[Helpful Resource for Meetings](#)

Leading Empathetically

Managing team members without daily face-to-face interaction has its own unique set of challenges. Building trusted relationships must be planned, disciplined, deliberate, and intentional. Empathy simply means showing others that you understand them and that you care about how they feel. Take time to ask team members how they feel. Share how you're feeling, what may be distracting you, and discuss how we can best support each other.

Preparing to Transition Back to the Workplace

Any employee feeling anxious about re-entering the workspace or who has considerations they do not feel comfortable sharing with their manager, should reach out to a member of our [People & Culture](#) team.

To manage stress or anxiety related to COVID-19, employees should continue caring for their mental and physical health. In addition to the [CDC's Guidelines for coping](#), employees can:

- Take breaks from watching, reading, or listening to news stories, including social media. Hearing about the pandemic repeatedly can cause undue stress
- Take care of your body by taking deep breaths, stretching or meditating
- Eat healthy, well-balanced meals, exercise regularly, get plenty of sleep, and avoid alcohol and drugs
- Make time to unwind by doing other activities you enjoy
- Connect with others - talk to people you trust about your concerns and how you are feeling

Social Distancing

Employees should continue maintaining social distancing until MetroStar reaches a [Phase 4 designation](#). A few guidelines for social distancing are:

- Continue to hold meetings virtually
- Limit gatherings to less than 5 people
- Avoid sharing equipment, workspaces, and personal items
- Avoid non-essential work travel
- Maintain a distance of 6 feet apart


Safety Precautions






Below are checklists and infographics to help our people track and monitor for signs and symptoms of COVID-19 based on current guidance. Additional precautions can be found in the [Precautions](#) section.

Proactive Symptom Monitoring

Everyone should proactively and regularly monitor for symptoms of COVID-19, which may be mild to severe. Symptoms may take 2-14 days after exposure to exhibit. Please refer to [CDC guidelines](#) for additional symptoms. MetroStar recommends conducting regular temperature checks to ensure it is in the normal range (98.6°F/37°C).

COVID-19 Symptoms (based on current guidance)



						
Cough	Shortness of Breath or Difficulty Breathing	Fever	Chills	Muscle Pain	Sore Throat	Loss of Taste or Smell

Employees exhibiting any symptoms should not enter any MetroStar facility and should seek and follow the guidance of a health care provider.

Proactive Health Measures

6 Steps to Prevent the Spread of COVID-19

- 01** Wash your hands frequently
- 02** Avoid touching your eyes, nose, and mouth
- 03** Cough into the bend of your elbow
- 04** Avoid crowded places and maintain social distancing
- 05** Stay at home if you feel unwell
- 06** Proactively monitor your symptoms

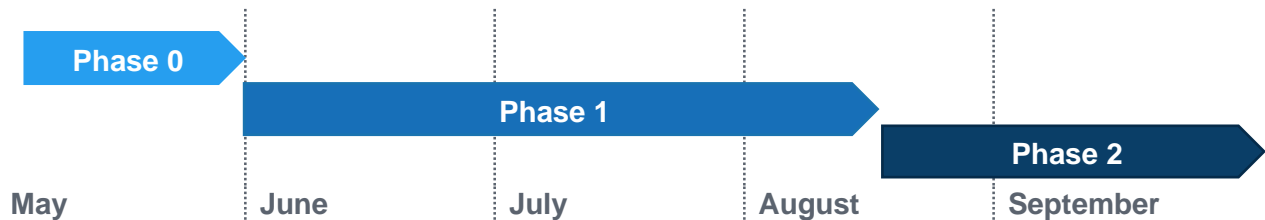


Precautions

Moving forward requires creativity to ensure safety without sacrificing community, collaboration and connectivity. The following are lists and guidelines that will govern how we use our individual and communal spaces.

Timeline for Returning to Work

The decision to reopen our facilities to our employees, partners, and visitors is a delicate one driven by ensuring the health and safety of our people. We understand that there are those who are eager to return to our offices and those that are fearful of returning to our offices (or any office) in equal parts.




This timeline is tentative and subject to change. Final determinations will be based on applicable guidance and ensuring we are confident our facilities are safe for our people to enter.

Personal Protective Equipment (PPE)


PPE standards will be adjusted by phase and in accordance with guidance from trusted resources. MetroStar will make an effort to provide employees with gloves and masks, as supplies are available. General guidelines for MetroStar are:

- Masks and gloves will always be required during Phases 1 and 2
- Masks and gloves will be required when social distancing cannot be maintained and when moving through shared spaces
- Recommend following [CDC best practices for cleaning](#) cloth face coverings


Personal Protective Equipment (PPE)




**Masks
(Not N95)**




**Single Use
Gloves**



**Sanitizing
Wipes and
Sprays**



Thermometers



**Hand
Sanitizer**

Please visit the CDC's website for [guidelines and instructions on approved face coverings](#). N95 masks are not recommended to preserve inventories for medical professionals.

Cleaning and Sanitizing Our Facilities

MetroStar will implement heightened cleaning and hygiene standards, which may include:

- Increasing frequency and depth of daytime cleaning and sanitization
- Providing sanitization stations with sanitizing wipes, sprays, and sanitizer
- Installing touch-free soap dispensers and faucets
- Providing single-use cutlery, dairy products and condiments
- Employing 1-2 full-time cleaning staff to disinfect high touch areas throughout the day

High-touch surfaces include, but are not limited to, tables, doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, sinks, etc. [Appendix A](#) contains a cleaning and supply checklist with additional details.

Mail and Packages

According to the [CDC](#), the likelihood of contracting COVID-19 from a package is low. MetroStar will still take precautionary measures when handling mail and packages (handling with gloves, washing hands, using hand sanitizer (or a suitable disinfectant), and avoiding touching the face, eyes, nose, or mouth).

Deep Cleaning Protocol

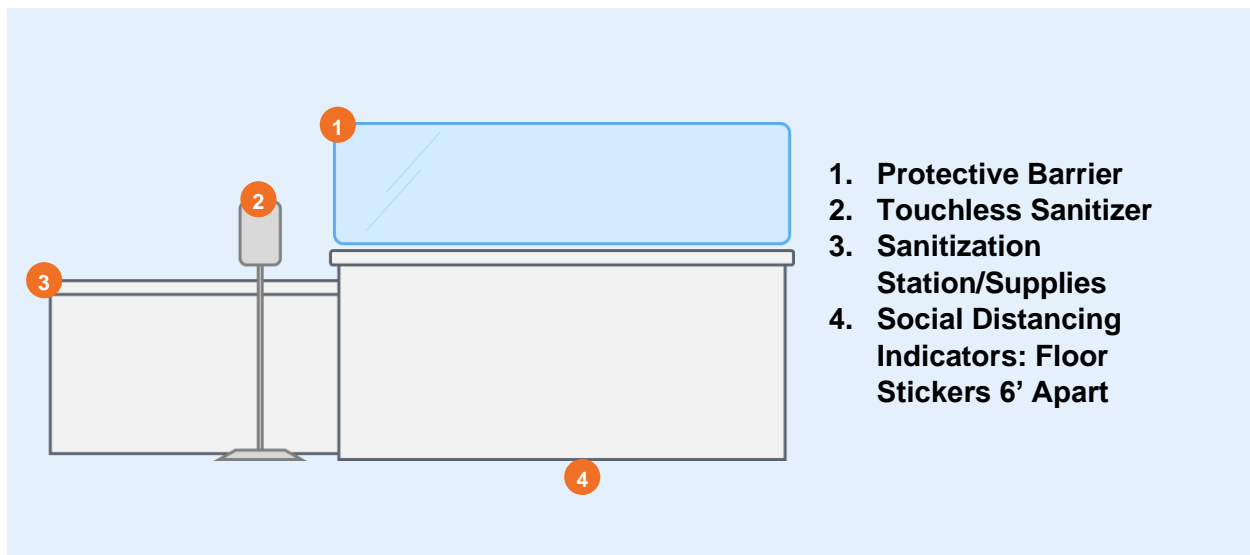
For confirmed cases of COVID-19 within our spaces, MetroStar will return to Phase 0 for an appropriate period and engage deep cleaning and quarantine protocols.

Reconfiguring Our Spaces

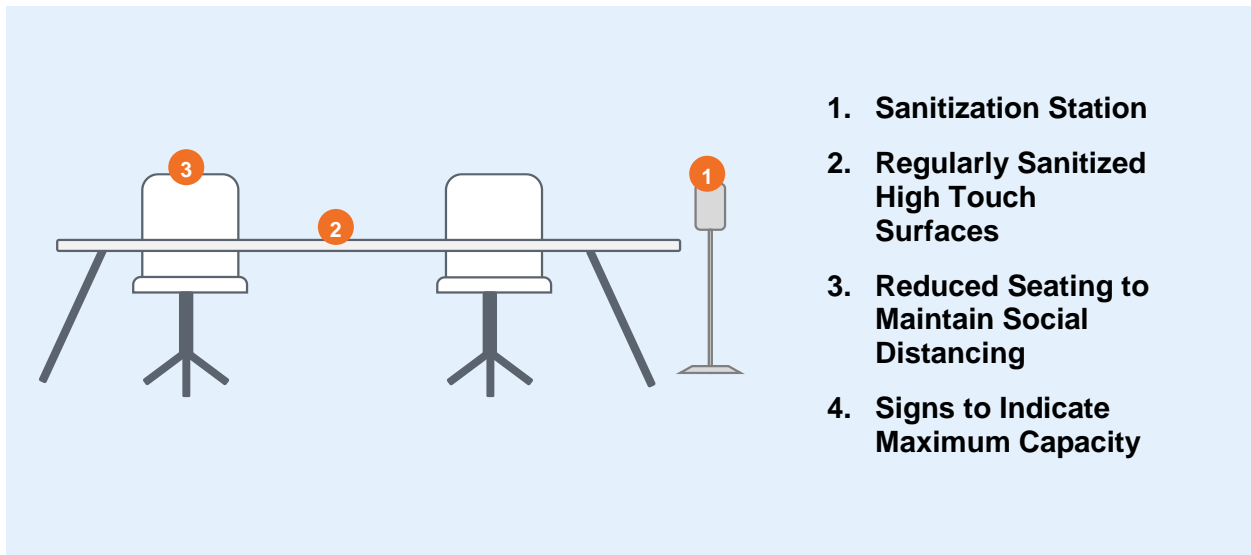
MetroStar's open and shared spaces are designed to build community and collaboration. The diagrams below provide examples of how we intend to reconfigure MetroStar's spaces to improve health and safety while still ensuring employees are comfortable and able to connect.

[Appendix B](#) contains a checklist, which will serve as a guideline for reconfiguring our spaces.

High Traffic Service Areas

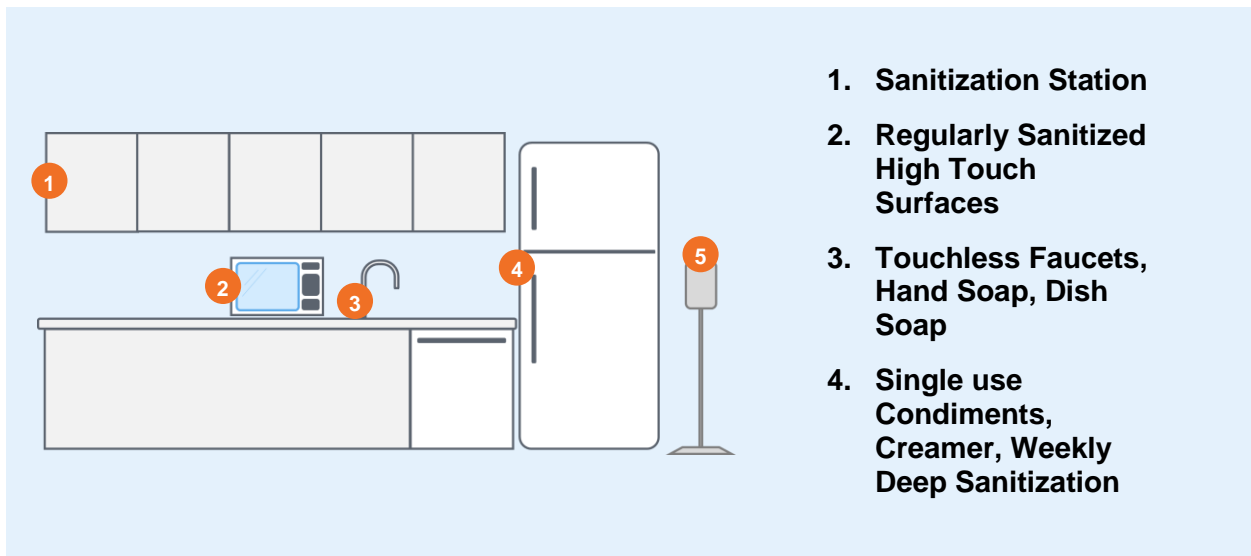


Conference Rooms



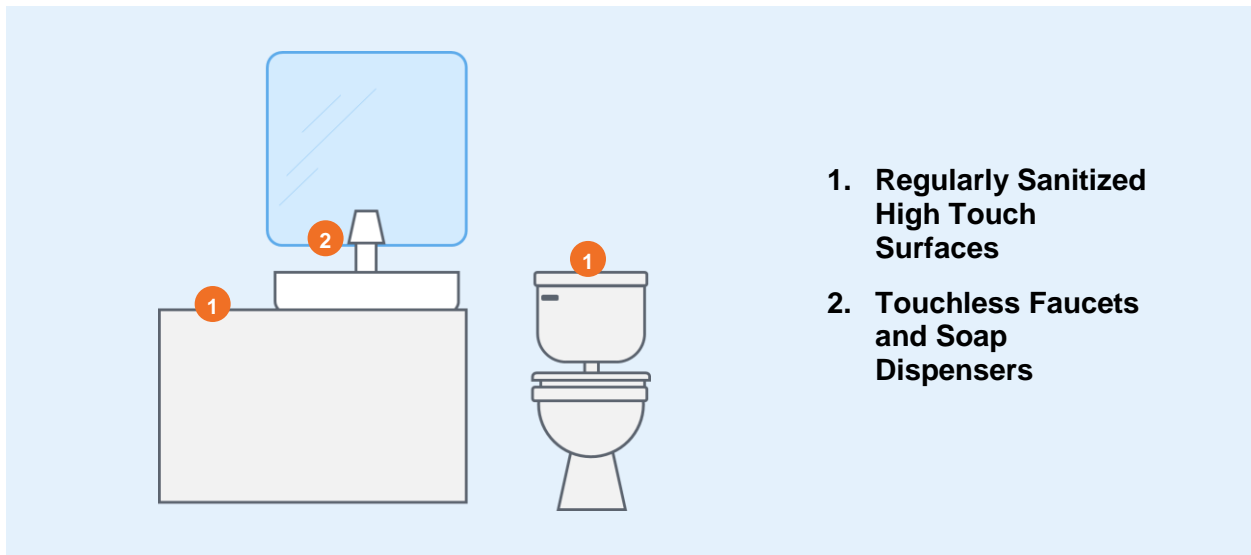
1. Sanitization Station
2. Regularly Sanitized High Touch Surfaces
3. Reduced Seating to Maintain Social Distancing
4. Signs to Indicate Maximum Capacity

Kitchens



1. Sanitization Station
2. Regularly Sanitized High Touch Surfaces
3. Touchless Faucets, Hand Soap, Dish Soap
4. Single use Condiments, Creamer, Weekly Deep Sanitization
5. Signs to Indicate Maximum Capacity

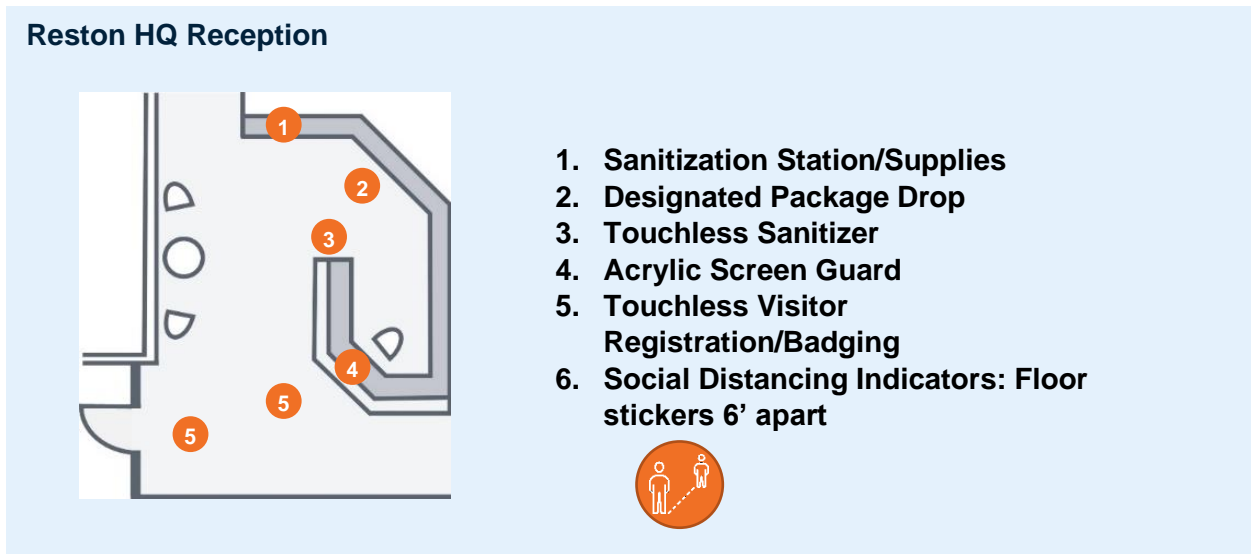
Restrooms



Reston Office Logistics

Reception Areas

Reston HQ Reception

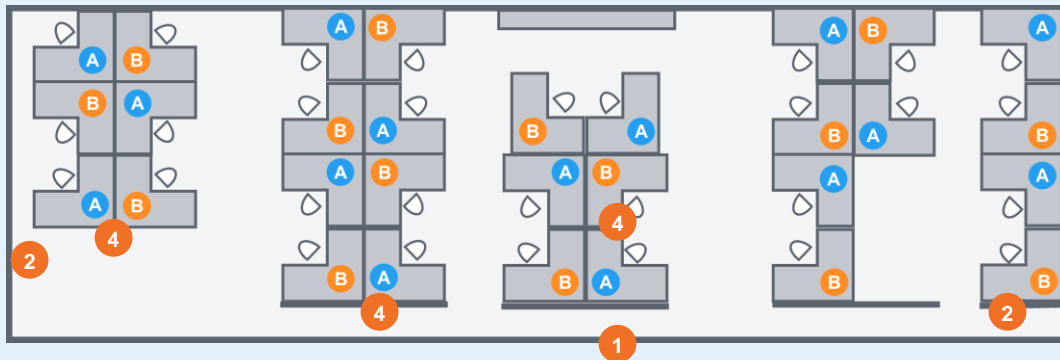


Open/Large Workspaces

MetroStar is currently considering implementing staggered seating (A/B days) for certain employees to maintain social distancing. This plan is subject to change based on factors including, feedback from managers and each team's productivity and safety needs.

The charts below are representative of the high-level considerations we are developing for our open and large workspaces and should not be considered final or comprehensive.

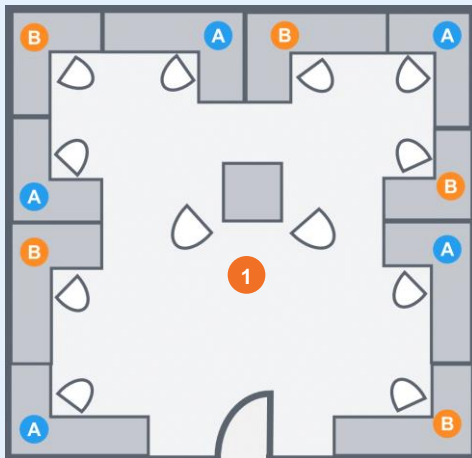
Reston HQ Open Area



1. Sanitization Station/Supplies
2. A/B Segmented Seating

3. Touchless Sanitizer
4. Increased Partition Heights


Pictor



1. Touchless Sanitizer
2. A/B Segmented Seating

State and Local Guidance

States with MetroStar Offices*

 Virginia	<ul style="list-style-type: none">• Reopen date for Northern Virginia, face masks required: May 29• Gatherings limited to 10 until June 10• Phased Reopening Plan
 DC	<ul style="list-style-type: none">• DC's May 13 Situational Update• Closure of non-essential businesses and stay-at-home extended through June 8• DC's COVID-19 Response Website
 Georgia	<ul style="list-style-type: none">• Public state of emergency expires on June 12• Georgia Department of Public Health• Georgia's COVID-19 response
 Indiana	<ul style="list-style-type: none">• Indiana state Department of Health• Indiana's reopening plan• Phase 2 reopening guidelines, now effective

Other States




- **Alabama:** [COVID-19 Information Hub](#)
- **Arizona:** [Coronavirus Update](#)
- **Colorado:** [COVID-19 Information Page](#)
- **Florida:** [COVID-19 Response Page](#)
- **Kansas:** [COVID-19 Resource Page](#)
- **Maryland:** [Maryland Roadmap to Recovery](#)
- **South Carolina:** [DHEC Information Site](#)
- **Texas:** [COVID-19 Resources](#)
- **Washington:** [Coronavirus Response Page](#)
- **Pennsylvania:** [State Response Guide](#)

*Data is current as of May 26, please refer to each state's sites for the most up-to-date timelines.

Planning

Communications

MetroStar will implement a multi-phased, multi-channel communication strategy to ensure all employees understand the Back to Work Playbook.

 Training	<ul style="list-style-type: none"> • Return to Work: Virtual training on playbook for all personnel • Facilities Team Training: Virtual training on visitors, sanitization, social distancing • Cleaning Team Training: PPE, disinfection and sanitization, deep cleaning • Managers: Employee communication, management, and planning
 Signage	<ul style="list-style-type: none"> • Hand washing • PPE Guidance • Symptom Monitoring • Social Distancing Markers • Directional Decals • Sanitization and Closure Notices • Maximum Capacity Indicators
 Communications	<ul style="list-style-type: none"> • Huddle • Town Hall • Leadership Ask Me Anything • Daily Communications • COVID-19 FAQ pages • Teams

Manager Guidance & Responsibilities

Managing PTO

MetroStar's leadership team is actively developing plans to navigate PTO when "normal" operations resume. Some of those plans **may** include:

- Imposing fixed or conditional blackout dates during expected busy times, during which employees will be prohibited or limited from taking PTO
- Giving priority to "essential" employees who continued to work during the pandemic, and to those who continued to work remotely full-time during the pandemic
- Monitoring PTO requests to ensure they are sensible and do not jeopardize utilization targets

Appendix A: Cleaning & Sanitization Checklist

Primary User: MetroStar's Facilities team.

All cleaning products should be selected based alignment to [EPA's list of approved COVID-19 disinfectants](#).

Area/Place	Disinfection Content	Disinfection Measures	Recommended Frequency
High Touch Surfaces	Doorknobs, light switches, countertops, handles, desks, phones, keyboards, toilets, faucets, sinks, etc.	Spray with handheld sprayer or wipe	3-4 times per day
Offices, Desk, and Conference Rooms	Table and chair surface	Spray with handheld sprayer or wipe	At the end of each meeting and end of each day
Break Rooms and Kitchens	All surfaces, handles, seating, and tables	Spray with handheld sprayer or wipe	3-4 times per day
Bathrooms	All surfaces, handles, seating, and tables	Spray with handheld sprayer or wipe	3-4 times per day
Printers, and Other Shared Equipment	All surfaces	Spray with handheld sprayer or wipe	3-4 times per day
Reception Areas	All surfaces	Spray with handheld sprayer or wipe	3-4 times per day
Elevators and Entry Points	All surfaces	Spray with handheld sprayer or wipe	3-4 times per day

Appendix B:

Reconfiguration Checklist

Primary User: MetroStar's Facilities team.

Action	Details	Locations	Owner
Sanitization Station	Hand Sanitizer Sanitizing Wipes Sanitizing Spray Tissues Electronic Wipes	Entries Kitchens Communal Areas	
Touchless Appliances	Touchless faucets, soap dispensers, and sanitizers	All bathrooms, kitchens, entries, and high-traffic areas	
Single Use Kitchen Items	Utensils, cutlery, plates Coffee Supplies Condiments	All Kitchens	
Floor Signage	Markings for walkways and social distancing	Entries, reception, and high-traffic areas	
Acrylic Dividers	Dividers in areas where maintaining social distancing is difficult	Entries, reception, shared spaces, open workspaces	
Signage	Office reminders and policies for closures, kitchen, hand washing, deliveries, etc.	Where appropriate	
Elevator Lobbies	Social distancing indicators	Where appropriate and as approved by building owners	

COVID-19 Response Team

MetroStar's COVID-19 Response Team was established to prepare, monitor and execute activities related to preserving the health and safety of our workforce during COVID-19. The team meets daily to report on global, national, local, company, and team developments.

Ali Reza Manouchehri , Chief Executive Officer	Mo Hessabi , Senior Vice President, Growth
Robert J. Santos , President	Jennifer Meffert , Vice President, People & Culture
Patrick Dougherty , Chief Operating Officer	Amarish Pathak , Program Manager
Vy Truong , Chief Innovation Officer	Melissa Smith , Senior Facility Security Officer
Gail Rissler , Senior Vice President, Civilian	Shadie Nobakht , Office Manager
Steve Ashworth , Senior Vice President, Defense	

References

- **Virginia ReOpening Plan:** <https://www.whsv.com/content/news/Gov-Northam-to-outline-details-of-Phase-1-for-reopening-570178251.html>
- **Virginia Executive Order 55:** [https://www.governor.virginia.gov/media/governorvirginiagov/executive-actions/EO-55-Temporary-Stay-at-Home-Order-Due-to-Novel-Coronavirus-\(COVID-19\).pdf](https://www.governor.virginia.gov/media/governorvirginiagov/executive-actions/EO-55-Temporary-Stay-at-Home-Order-Due-to-Novel-Coronavirus-(COVID-19).pdf)
- **Virginia Executive Order 53:** [https://www.governor.virginia.gov/media/governorvirginiagov/executive-actions/EO-53-Temporary-Restrictions-Due-To-Novel-Coronavirus-\(COVID-19\).pdf](https://www.governor.virginia.gov/media/governorvirginiagov/executive-actions/EO-53-Temporary-Restrictions-Due-To-Novel-Coronavirus-(COVID-19).pdf)
- **CDC Guidelines for Masks:** <https://www.cdc.gov/coronavirus/2019-ncov/prevent-getting-sick/diy-cloth-face-coverings.html>
- **OSHA Guidelines for Workplace:** <https://www.osha.gov/Publications/OSHA3990.pdf>
- **Baker McKenzie: Reopening Guidelines:** <https://www.bakermckenzie.com/en/insight/publications/2020/04/the-reopening-playbook>
- **Salesforce:** <https://www.salesforce.com/company/news-press/stories/2020/5/salesforce-work-update/>
- **Worksafe Monitoring App:** https://www.prnewswire.com/news-releases/introducing-worksafe-a-simple-way-to-health-check-your-employees-before-they-come-to-the-office-301052368.html?mc_cid=377b2a5196&mc_eid=406f14dc93
- **World Health Organization Guidance:** <https://www.who.int/docs/default-source/coronaviruse/advice-for-workplace-clean-19-03-2020.pdf>



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