A Transformative Year: Impacts of 2020 on Real Estate

URBAN LAND INSTITUTE

JULY 14, 2021
With a pandemic and a racial reckoning, 2020 was a challenging and impactful year for the country. ULI wanted to understand: What were the impacts of these forces on the real estate industry at the building and company levels? What changes are here to stay, and which are expected to fade?

Consultant: RE Tech Advisors
ULI: Building Healthy Places, Greenprint Center for Building Performance, Center for Real Estate Economics and Capital Markets
Funded by: ULI Trustee Randall Lewis
Building managers and operators pivoted quickly to respond to the pandemic.
Advanced filtration, mask wearing, temperature checks, and other measures were prevalent, as were enhanced communication strategies.
Survey respondents forecast that many health-oriented building changes are here to stay.
The industry wanted more guidance from government and other sources on how to navigate an unprecedented situation, especially when it comes to the COVID response.
Flexibility was prevalent in navigating the financial impacts of the pandemic, with 80% of respondents implementing rent concessions and other measures.
Many companies responded to the country’s racial reckoning by adopting enhanced DEI measures.
Study Scope

Building Impacts

- Operations & Technology
  - HVAC
  - Lighting
  - Water
  - Lobbies, elevators
  - Staggered starts
  - Directing foot traffic

- Cleaning and Sanitation
  - Staff training
  - Equipment/products
  - Frequency

- Building Certifications
  - WELL
  - Fitwel
  - UL Healthy Building
  - LEED
  - Others

Human Impacts

- Employee Policies
  - Health/wellness
  - Work from home
  - Benefits
  - Behavioral norms (masks, etc.)

- DEI, ESG, People Ops
  - Hiring policies & recruiting
  - Community work and volunteering

- Communications
  - Landlords to tenants
  - Organizations to employees

Financial Impacts

- Leases and Rent
  - Rent concessions and amortizations

- Shift to Other Markets
  - Into suburbs
  - Out of cities

- Change in Space Needs
  - Loss of tenants
  - Tenants downsizing leased space
  - Expanded space to allow for social distancing

- Budget Adjustments
  - New budget lines for COVID operations
About the Survey
Nearly 300 respondents throughout the U.S.

Survey was fielded March 31 to April 21, 2021

Respondent Profile

Real Estate Industry Role

- 50% Developer
- 20% Investor
- 9% Executive
- 6% Asset Manager
- 5% Property Manager
- 5% Other

Note: Percentages include respondents that selected multiple property types.
Respondent Profile

Property Type Specialization

- Multifamily – market rate
- Office
- Mixed use
- Multifamily – affordable
- Retail
- Industrial
- Residential – single family
- Hospitality
- Other
- Institutional
- Government
- Entertainment

Note: Percentages include respondents that selected multiple property types.

Portfolio Size

- More than 1,000 buildings: 38%
- 501–1,000 buildings: 18%
- 201–500 buildings: 28%
- 51–200 buildings: 7%
- 11–50 buildings: 5%
- 10 or fewer: 4%

Survey questions were informed by interviews with:
- The Tower Companies
- LBA Realty
- Jamestown
- Granite Properties
Building Impacts
Property-Level Measures
Measures were included based on industry research, interviews, and experience.

<table>
<thead>
<tr>
<th>Equipment/Operational</th>
<th>Space Layout</th>
<th>Occupancy</th>
</tr>
</thead>
<tbody>
<tr>
<td>MERV-13 filters</td>
<td>Enhanced SOPs</td>
<td>Face covering requirement</td>
</tr>
<tr>
<td>MERV-15 filters</td>
<td>Increased cleaning training</td>
<td>Symptom checks</td>
</tr>
<tr>
<td>Portable air filtration units</td>
<td>Visual cues for social distancing</td>
<td>Elevator occupancy restrictions</td>
</tr>
<tr>
<td>Advanced filtration technology</td>
<td>Socially distant space layout</td>
<td>One-directional travel</td>
</tr>
<tr>
<td>Increased airflow and HVAC</td>
<td>Closure of common areas</td>
<td>Increased well-being comms</td>
</tr>
<tr>
<td>Increased outdoor air</td>
<td>Physical barriers</td>
<td>Increased health &amp; safety comms</td>
</tr>
<tr>
<td>Nightly air flushing</td>
<td>Anti-microbial surface technology</td>
<td>Staggered shift schedule</td>
</tr>
<tr>
<td>Natural ventilation</td>
<td>Touchless experience</td>
<td></td>
</tr>
<tr>
<td>UV-C lights in HVAC</td>
<td>UV far lighting technology</td>
<td></td>
</tr>
<tr>
<td>Air quality testing</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Property-Level Measures: Overview

Adjustments to space layouts or occupancy were more prevalent among respondents than equipment measures.

Of respondents who implemented measures (pre-COVID and during COVID), they on average implemented:

6 out of 9 space layout measures
5 out of 7 occupancy control measures
3 out of 10 equipment/operational measures
Property-Level Measures: Permanency Expectations

Equipment measures are here to stay, but occupancy and space measures are more likely to revert to former policy.

Equipment/Operational Measures

- Until the pandemic is over: 53%
- For at least 3 years: 24%
- For at least 5 years: 12%
- Permanently: 6%
- Unsure: 5%

Space Layout Measures

- Until the pandemic is over: 44%
- For at least 3 years: 18%
- For at least 5 years: 7%
- Permanently: 4%
- Unsure: 5%

Occupancy Control Measures

- Until the pandemic is over: 64%
- For at least 3 years: 18%
- For at least 5 years: 10%
- Permanently: 3%
- Unsure: 5%

“Will we bounce back, or is this a forever change to culture?”

—Director of operations
Equipment/Operational Measures

Measure Implemented and Timeline

  - Note: Percentages represent total respondents that applied each measure.

- MERV-13 Filters: Before 2020: 57%, Spring 2020: 30%, Summer 2020: 30%, Fall 2020: 12%, Winter 2020/2021: 3%, Spring 2021: 8%


Space Layout Measures

Measure Implemented and Timeline

Enhanced SOPs
Increased Staff Training on Cleaning Practices
Visual Cues for Social Distancing
Socially Distant Space Layout
Closure of Common Areas
Touchless Experience
Physical Barriers
Anti-microbial Surface Technology
UV Far Lighting Technology

Note: Percentages represent total respondents that applied each measure.
Occupancy Control Measures

Measure Implemented and Timeline

- **Face Covering Requirement**
  - Before 2020: 6
  - Spring 2020: 183
  - Summer 2020: 37
  - Fall 2020: 3
  - Winter 2020/2021: 54
  - Spring 2021: 48
  - Total: 89%

- **Increased Communication on Health and Safety**
  - Before 2020: 6
  - Spring 2020: 171
  - Summer 2020: 32
  - Fall 2020: 3
  - Winter 2020/2021: 36
  - Spring 2021: 4
  - Total: 84%

- **Elevator Occupancy Restrictions**
  - Before 2020: 6
  - Spring 2020: 137
  - Summer 2020: 28
  - Fall 2020: 55
  - Winter 2020/2021: 32
  - Spring 2021: 5
  - Total: 68%

- **Symptom Checks**
  - Before 2020: 6
  - Spring 2020: 130
  - Summer 2020: 29
  - Fall 2020: 34
  - Winter 2020/2021: 65
  - Spring 2021: 4
  - Total: 65%

- **Increased Communication on Well-Being Topics**
  - Before 2020: 6
  - Spring 2020: 116
  - Summer 2020: 26
  - Fall 2020: 12
  - Winter 2020/2021: 44
  - Spring 2021: 4
  - Total: 64%

- **One-Directional Travel**
  - Before 2020: 6
  - Spring 2020: 103
  - Summer 2020: 24
  - Fall 2020: 53
  - Winter 2020/2021: 32
  - Spring 2021: 5
  - Total: 53%

- **Staggered Shift Schedule**
  - Before 2020: 6
  - Spring 2020: 96
  - Summer 2020: 19
  - Fall 2020: 16
  - Winter 2020/2021: 48
  - Spring 2021: 5
  - Total: 48%

**Note:** Percentages represent total respondents that applied each measure. Any percentages not labeled on the graph are 2 percent or less.
Barriers

Most respondents reported few barriers to implementing changes in their buildings.

I faced barriers when implementing changes in response to COVID-19.

Most-Prevalent Barriers:

1. Lack of funding – 33%
2. Lack of internal support or buy-in – 24%
3. Lack of guidance from local or federal government – 23%
4. Lack of guidance from CDC or organizations relevant to my industry – 20%
Motivations

Respondents reacted primarily to third-party guidance and shared experiences from peers.

Top 5 Motivations

1. Guidance from CDC or organizations relevant to my industry (e.g., ASHRAE)
2. Local government guidance/regulations
3. Company's mission
4. Liability to staff, tenants, and other stakeholders
5. Reputation in the market

“The conversations at Greenprint meetings helped me get the buy-in I needed.”
—Sustainability manager

“We compared our due diligence and research to anecdotes from other firms.”
—Engineering and sustainability coordinator
Certifications

Overall, respondents said they were unlikely to pursue new health and wellness certifications.

Certification and Likelihood to Pursue

- **RESET (Commercial Interiors or Core & Shell)**: 79% unlikely, 18% likely, 3% already have
- **Fitwel (Viral Response Module or full certification)**: 77% unlikely, 18% likely, 5% already have
- **UL Verified Healthy Building Program (Indoor Air, Indoor Air and Water, or Indoor Environment)**: 71% unlikely, 25% likely, 4% already have
- **WELL (Health-Safety Seal, or full certification)**: 63% unlikely, 31% likely, 6% already have
- **LEED (IAQ, innovation points, or otherwise)**: 51% unlikely, 28% likely, 21% already have

58% of respondents already have at least one building certification, or are likely to pursue one.
Financial Impacts
Financial Impacts

Most respondents saw an increase in operational costs and capital budgets.

Operational Costs Increased

- Agree: 54%
- No change: 26%
- Disagree: 20%

Capital Budget Increased

- Agree: 62%
- No change: 24%
- Disagree: 14%

“I saw rental income decrease throughout my portfolio, as well as costs increase.”

—Developer
Financial Impacts: Leasing

Most offered rent concessions and other adjustments. Collaboration, communication, and flexibility were essential.

“You cannot overcommunicate with your customers.”
—Engineering and sustainability coordinator

“We’re all in this together.”
—Vice president of sustainability and social responsibility

<table>
<thead>
<tr>
<th>Rent concessions</th>
<th>Rent adjustments</th>
<th>Lease amendments</th>
<th>Rent amortization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Some of my properties</td>
<td>119</td>
<td>126</td>
<td>114</td>
</tr>
<tr>
<td>Most of my properties</td>
<td>40</td>
<td>34</td>
<td>29</td>
</tr>
<tr>
<td>All of my properties</td>
<td>73%</td>
<td>70%</td>
<td>62%</td>
</tr>
<tr>
<td>Implementation %</td>
<td>0%</td>
<td>10%</td>
<td>20%</td>
</tr>
</tbody>
</table>

![Bar chart showing percentage of total respondents for different types of rent adjustments and amendments.](chart.png)
Timeline Expectations

Respondents expect financial flexibility to be needed for extended periods.

- **Lease amendments**
  - Unsure: 26%
  - Permanently: 9%
  - For at least 5 years: 13%
  - For at least 3 years: 53%

- **Rent amortization**
  - Unsure: 30%
  - Permanently: 2%
  - For at least 5 years: 11%
  - For at least 3 years: 56%

- **Rent adjustments**
  - Unsure: 32%
  - Permanently: 2%
  - For at least 5 years: 11%
  - For at least 3 years: 55%

- **Rent concessions**
  - Unsure: 32%
  - Permanently: 1%
  - For at least 5 years: 11%
  - For at least 3 years: 56%
Human Impacts
### Diversity Equity and Inclusion

Respondents who implemented DEI measures on average had implemented 3 out of 7 DEI measures.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Measure</th>
<th>Percentage of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Increased dialogue with staff regarding issues related to race, injustice, and inequity</td>
<td>57%</td>
</tr>
<tr>
<td>2</td>
<td>Donated time or resources to local organizations focused on giving support to marginalized communities</td>
<td>47%</td>
</tr>
<tr>
<td>3</td>
<td>Dialogue with local organizations in communities affected by development projects</td>
<td>46%</td>
</tr>
<tr>
<td>4</td>
<td>Distribution of educational materials regarding DEI topics to staff</td>
<td>34%</td>
</tr>
<tr>
<td>5</td>
<td>Started an internal committee focused on advancing the awareness of topics surrounding DEI within the company</td>
<td>33%</td>
</tr>
<tr>
<td>6</td>
<td>Workforce development/job training programs for local residents</td>
<td>30%</td>
</tr>
<tr>
<td>7</td>
<td>Hired an in-house DEI expert or consulted external DEI experts to assess gaps and increase inclusion efforts</td>
<td>27%</td>
</tr>
</tbody>
</table>
Diversity, Equity, and Inclusion Measures

Measure Implemented and Timeline

Increased Dialogue with Staff
- Before 2020: 49
- Spring 2020: 15
- Summer 2020: 46
- Fall 2020: 17
- Winter 2020/2021: 6
- Spring 2021: 3
- Total: 57%

Support to Organizations
- Before 2020: 63
- Spring 2020: 7
- Summer 2020: 19
- Fall 2020: 13
- Winter 2020/2021: 7
- Spring 2021: 3
- Total: 47%

Dialogue with Organizations
- Before 2020: 66
- Spring 2020: 25
- Summer 2020: 11
- Fall 2020: 7
- Winter 2020/2021: 2
- Spring 2021: 1
- Total: 46%

Educational Materials
- Before 2020: 31
- Spring 2020: 8
- Summer 2020: 22
- Fall 2020: 12
- Winter 2020/2021: 5
- Spring 2021: 3
- Total: 34%

Internal Committee
- Before 2020: 23
- Spring 2020: 14
- Summer 2020: 23
- Fall 2020: 14
- Winter 2020/2021: 4
- Spring 2021: 1
- Total: 33%

Workforce Development
- Before 2020: 44
- Spring 2020: 5
- Summer 2020: 9
- Fall 2020: 5
- Winter 2020/2021: 6
- Spring 2021: 2
- Total: 30%

Consulted with Expert
- Before 2020: 21
- Spring 2020: 8
- Summer 2020: 14
- Fall 2020: 14
- Winter 2020/2021: 4
- Spring 2021: 3
- Total: 27%

Note: Percentages represent total respondents that applied each measure.
Data – In Depth
Timeline Expectations

Equipment/Operational Measures

- **Air Flushing**: 30% Unsure, 32% Permanently, 9% For at least 5 years, 9% For at least 3 years, 20% Until the pandemic is over
- **Portable Air Filtration**: 26% Unsure, 33% Permanently, 7% For at least 5 years, 8% For at least 3 years, 26% Until the pandemic is over
- **Advanced Filtration Tech**: 23% Unsure, 57% Permanently, 5% For at least 5 years, 4% For at least 3 years, 10% Until the pandemic is over
- **UV-C Lights**: 25% Unsure, 52% Permanently, 5% For at least 5 years, 10% For at least 3 years, 8% Until the pandemic is over
- **AQ Testing**: 20% Unsure, 56% Permanently, 5% For at least 5 years, 11% For at least 3 years, 8% Until the pandemic is over
- **MERV-15 Filters**: 19% Unsure, 61% Permanently, 8% For at least 5 years, 5% For at least 3 years, 7% Until the pandemic is over
- **MERV-13 Filters**: 17% Unsure, 66% Permanently, 4% For at least 5 years, 6% For at least 3 years, 6% Until the pandemic is over
- **Natural Ventilation**: 26% Unsure, 60% Permanently, 2% For at least 5 years, 5% For at least 3 years, 8% Until the pandemic is over
- **Increased Airflow and HVAC**: 32% Unsure, 37% Permanently, 8% For at least 5 years, 2% For at least 3 years, 20% Until the pandemic is over
- **Increased Outdoor Air**: 24% Unsure, 57% Permanently, 5% For at least 5 years, 4% For at least 3 years, 11% Until the pandemic is over
Timeline Expectations

Space Layout Measures

- Anti-microbial Tech: 14% Unsure, 41% Permanently, 4% For at least 5 years, 12% For at least 3 years, 28% Until the pandemic is over
- UV Far Lighting: 21% Unsure, 33% Permanently, 9% For at least 5 years, 21% For at least 3 years, 16% Until the pandemic is over
- Staff Training: 19% Unsure, 51% Permanently, 2% For at least 5 years, 11% For at least 3 years, 17% Until the pandemic is over
- Enhanced SOPs: 20% Unsure, 41% Permanently, 4% For at least 5 years, 10% For at least 3 years, 25% Until the pandemic is over
- Touchless Experience: 17% Unsure, 56% Permanently, 6% For at least 5 years, 5% For at least 3 years, 15% Until the pandemic is over
- Physical Barriers: 19% Unsure, 6% Permanently, 3% For at least 5 years, 5% For at least 3 years, 68% Until the pandemic is over
- Visual Cues: 14% Unsure, 3% Permanently, 2% For at least 5 years, 3% For at least 3 years, 77% Until the pandemic is over
- Closure of CAM: 19% Unsure, 5% Permanently, 2% For at least 5 years, 73% For at least 3 years, 0% Until the pandemic is over
- Socially Distant Space Layout: 21% Unsure, 13% Permanently, 9% For at least 5 years, 6% For at least 3 years, 50% Until the pandemic is over
Timeline Expectations

Occupancy Measure Breakout

- **Staggered Shift Schedule**
  - 23% Unsure
  - 5% Permanently
  - 3% For at least 5 years
  - 5% For at least 3 years
  - 64% Until the pandemic is over

- **Increased Communication on Well-Being Topics**
  - 19% Unsure
  - 32% Permanently
  - 4% For at least 5 years
  - 8% For at least 3 years
  - 38% Until the pandemic is over

- **Increased Communication on Health and Safety**
  - 21% Unsure
  - 27% Permanently
  - 2% For at least 5 years
  - 9% For at least 3 years
  - 41% Until the pandemic is over

- **Elevator Occupancy Restrictions**
  - 17% Unsure
  - 3% Permanently
  - 3% For at least 5 years
  - 76% For at least 3 years

- **One-Directional Travel**
  - 18% Unsure
  - 1% Permanently
  - 4% For at least 5 years
  - 4% For at least 3 years
  - 73% Until the pandemic is over

- **Symptom Checks**
  - 15% Unsure
  - 2% Permanently
  - 2% For at least 5 years
  - 2% For at least 3 years
  - 76% Until the pandemic is over

- **Masks**
  - 13% Unsure
  - 2% Permanently
  - 4% For at least 5 years
  - 80% For at least 3 years

Legend:
- Unsure
- Permanently
- For at least 5 years
- For at least 3 years
- Until the pandemic is over
### Median Number of Measures Implemented per Respondent

#### Regional Breakout

<table>
<thead>
<tr>
<th>Region</th>
<th>Equipment/Operational</th>
<th>Space Layout</th>
<th>Occupancy</th>
<th>Financial</th>
<th>DEI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midwest</td>
<td>2.5</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Northeast</td>
<td>4</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>South</td>
<td>2</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>West</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Maximum number of measures to select from:
- Equipment/Operational: 10
- Space Layout: 9
- Occupancy: 7
- Financial: 4
- DEI: 7

Note: Heat scale is assigned by column
### Median Number of Measures Implemented per Respondent

#### Property Type Breakout

<table>
<thead>
<tr>
<th>Property Type</th>
<th>Equipment/Operational</th>
<th>Space Layout</th>
<th>Occupancy</th>
<th>Financial</th>
<th>DEI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government</td>
<td>0</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Hospitality</td>
<td>4.5</td>
<td>7.5</td>
<td>5.5</td>
<td>1.5</td>
<td>1.5</td>
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<tr>
<td>Industrial</td>
<td>3</td>
<td>4.5</td>
<td>3.5</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Institutional</td>
<td>4</td>
<td>7.5</td>
<td>7</td>
<td>2</td>
<td>6.5</td>
</tr>
<tr>
<td>Mixed use</td>
<td>4</td>
<td>7</td>
<td>4.5</td>
<td>4</td>
<td>0.5</td>
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<tr>
<td>Office</td>
<td>4</td>
<td>6</td>
<td>4</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>6</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Residential – multifamily affordable</td>
<td>1</td>
<td>6.5</td>
<td>6</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>Residential – multifamily market rate</td>
<td>0.5</td>
<td>7</td>
<td>4.5</td>
<td>4</td>
<td>2.5</td>
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<tr>
<td>Residential – single family</td>
<td>0</td>
<td>3</td>
<td>2.5</td>
<td>1</td>
<td>2.5</td>
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<tr>
<td>Retail</td>
<td>1</td>
<td>6.5</td>
<td>4.5</td>
<td>4</td>
<td>1.5</td>
</tr>
</tbody>
</table>

Maximum number of measures to select from:
- Equipment/Operational: 10
- Space Layout: 9
- Occupancy: 7
- Financial: 4
- DEI: 7

Note: Heat scale is assigned by column.
# Median Number of Measures Implemented per Respondent

## Portfolio Size Breakout

<table>
<thead>
<tr>
<th>Portfolio Size</th>
<th>Equipment/Operational</th>
<th>Space Layout</th>
<th>Occupancy</th>
<th>Financial</th>
<th>DEI</th>
</tr>
</thead>
<tbody>
<tr>
<td>10 or fewer</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>11–50 buildings</td>
<td>3</td>
<td>7</td>
<td>5</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>51–200 buildings</td>
<td>3</td>
<td>7</td>
<td>6</td>
<td>4</td>
<td>2</td>
</tr>
<tr>
<td>201–500 buildings</td>
<td>5</td>
<td>6</td>
<td>6.5</td>
<td>4</td>
<td>4.5</td>
</tr>
<tr>
<td>501–1,000 buildings</td>
<td>0</td>
<td>4.5</td>
<td>6</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>More than 1,000 buildings</td>
<td>0</td>
<td>6.5</td>
<td>6</td>
<td>2.5</td>
<td>5.5</td>
</tr>
</tbody>
</table>

Maximum number of measures to select from:
- Equipment/Operational: 10
- Space Layout: 9
- Occupancy: 7
- Financial: 4
- DEI: 7

Note: Heat scale is assigned by column.
### Median Number of Measures Implemented per Respondent
#### Job Category Breakout

<table>
<thead>
<tr>
<th>Job Category</th>
<th>Equipment/Operational</th>
<th>Space Layout</th>
<th>Occupancy</th>
<th>Financial</th>
<th>DEI</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asset Manager</td>
<td>3</td>
<td>7</td>
<td>5</td>
<td>4</td>
<td>1.5</td>
</tr>
<tr>
<td>Developer</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Executive</td>
<td>5</td>
<td>7</td>
<td>6</td>
<td>2</td>
<td>5</td>
</tr>
<tr>
<td>Investor</td>
<td>3</td>
<td>6</td>
<td>5</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>4</td>
<td>5</td>
<td>0</td>
<td>3.5</td>
</tr>
<tr>
<td>Property Manager</td>
<td>5</td>
<td>8</td>
<td>6</td>
<td>4</td>
<td>2</td>
</tr>
</tbody>
</table>

Maximum number of measures to select from:
- Equipment/Operational: 10
- Space Layout: 9
- Occupancy: 7
- Financial: 4
- DEI: 7

Note: Heat scale is assigned by column.