

Certified Facility Manager

IFMA CFM

Version Demo

Total Demo Questions: 27

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QUESTION NO: 1

Departments often forget to budget for equipment design and installation costs. What is the best solution?

- A. Develop a procedure that would charge back capital installation costs to the department procuring the equipment.
- B. Mark up each equipment capital request by 15% to cover design and installation costs.
- C. Establish a procedure for all capital budgets to include Facilities' input on design and installation costs.
- D. Create a facilities installation fund that is 15% of the company's annual capital equipment fund to cover these costs.

ANSWER: C

Explanation:

Establishing a procedure for all capital budgets to include Facilities' input on design and installation costs is the best solution because it embeds total-cost planning into the capital-request process before funding decisions are made. Equipment purchases frequently create requirements beyond the equipment's purchase price, including site assessment, utility upgrades, space modifications, design coordination, permits, commissioning, project management, and installation labor. Facilities professionals have the technical and operational knowledge needed to identify these dependencies and estimate their costs reliably.

A formal cross-functional review also creates a repeatable governance control: each department remains responsible for initiating its business need, while Facilities validates the scope and cost implications for the built environment. This produces more complete capital budgets, supports sound prioritization, reduces unplanned expenditures, and helps ensure that equipment can be installed safely and effectively once approved. The approach aligns with the facility manager's role in coordinating capital planning, budgeting, and stakeholder requirements across the organization. IFMA identifies finance and business as a core competency area for facility managers, including financial planning and resource stewardship. See [IFMA's Certified Facility Manager overview](#) and the [IFMA facility management overview](#).

QUESTION NO: 2

A business unit requests additional office space because its headcount is expected to increase next year. The facility manager knows that assigned workstations are currently vacant much of the week because many employees work remotely. What should be done first?

- A. Lease additional space before market availability declines.
- B. Analyze current and forecast space utilization.
- C. Convert all meeting rooms into assigned workstations.
- D. Allocate space according to the business unit's current headcount.

ANSWER: B

Explanation:

Analyze current and forecast space utilization before committing to additional space. Headcount alone is not a reliable measure of workplace demand when attendance patterns, desk-sharing practices, meeting needs, and work styles affect actual occupancy. Utilization data allows the facility manager to determine whether the current footprint can accommodate growth through improved allocation or whether additional space is justified. Designing or leasing more space before validating demand could create unnecessary cost and underused capacity.

QUESTION NO: 3

A recently installed speed bump that slows traffic for pedestrian safety in the facility parking lot is diverting water runoff away from the drain and toward an adjacent property. What factors should the facility manager consider when fixing the drainage problem?

- A. The facility manager's responsibility ends at the property line, and no decision is necessary.
- B. Use water runoff as an irrigation source and control parking lot traffic.
- C. Pedestrian safety supersedes stormwater runoff issues, and no decision is necessary.
- D. Ensure pedestrian safety and resolve stormwater runoff issues.

ANSWER: D

Explanation:

Ensure pedestrian safety and resolve stormwater runoff issues. The speed bump was installed to reduce vehicle speeds and protect pedestrians, so any corrective work should retain an effective traffic-calming and safe pedestrian environment. At the same time, redirecting runoff toward an adjacent property creates a drainage, property-damage, and potential liability concern that requires prompt correction. The facility manager should assess site grading, drain inlet elevations and capacity, pavement cross-slopes, and the speed bump's geometry to identify a solution that restores positive drainage to an approved collection or discharge point without undermining the safety purpose of the installation. Appropriate stakeholders may include the property owner, civil engineer, contractor, risk-management team, and local stormwater authority. The final design should comply with applicable local drainage and stormwater requirements, account for rainfall conditions, and be maintained through inspections and drain cleaning. This balanced approach reflects the facility manager's responsibility to provide a safe, functional site while managing environmental and neighbor-property impacts. EPA guidance describes how stormwater runoff can carry pollutants and create downstream impacts, supporting the need for controlled drainage: <https://www.epa.gov/npdes/stormwater-discharges-municipal-sources>. The U.S. Access Board also identifies parking areas and pedestrian routes as important accessibility and safety considerations: <https://www.access-board.gov/ada/guides/chapter-5-parking/>.

QUESTION NO: 4

What is the definition of physical vacancy?

- A. Percentage of units that are unoccupied and available for lease
- B. Spaces occupied but in delinquencies
- C. Percentage of units that are occupied but are not producing income
- D. Leasable space that is used for other purposes or is otherwise impossible to lease

ANSWER: A

Explanation:

Physical vacancy is the percentage of a property's units or rentable area that is unoccupied and available to be leased. It is a space-occupancy measure: the numerator is the vacant inventory and the denominator is the applicable total inventory, typically expressed as a percentage. Facility managers, property managers, and real-estate asset managers use this measure to understand how much space is presently not occupied and therefore represents immediate leasing capacity. Tracking the measure over time supports occupancy planning, demand forecasting, lease-up strategy, revenue projections, and decisions about whether space should be retained, reconfigured, renovated, or marketed differently.

The phrase "unoccupied and available for lease" captures the practical purpose of the metric: it identifies space that can potentially generate occupancy through a new lease. The calculation should be applied consistently to the defined inventory—for example, units in a residential portfolio or rentable square footage in a commercial facility—so reported trends remain meaningful. This usage is consistent with professional real-estate terminology distinguishing physical occupancy conditions from financial performance measures. See the [IREM real estate glossary](#) and the [IFMA Knowledge Library](#) for facility and property-management resources.

QUESTION NO: 5

What are the environmental factors a facilities manager must consider before starting any renovation project to a circa-1960 's manufacturing facility?

- A. Ensure that a licensed architect has reviewed plans and approved remodeling plans.
- B. Contract with a salvage company to remove questionable building materials.
- C. Precautions must be taken to ensure any hazardous materials are accounted for.
- D. Review water and sewer samples for contaminants to ensure code compliance.

ANSWER: C

Explanation:

Precautions must be taken to ensure any hazardous materials are accounted for. A manufacturing facility built around 1960 may contain legacy materials that can create serious environmental, occupational-health, and regulatory risks when renovation disturbs them. Before work begins, the facilities manager should arrange a qualified hazardous-materials assessment and ensure that findings are incorporated into project planning, contractor scope, work controls, waste handling, and required notifications. Materials of concern can include asbestos-containing insulation, flooring, roofing, pipe coverings, and fireproofing; lead-containing coatings; polychlorinated biphenyl-containing equipment or building materials; mercury-containing devices; and potentially contaminated dust, soil, or process residues. The purpose is to identify hazards before demolition, drilling, sanding, cutting, or removal can release contaminants. This supports safe work practices, appropriate abatement or containment, compliant disposal, accurate budgeting, and protection of occupants, workers, and the surrounding environment. OSHA requires building owners and employers to identify asbestos-containing material and communicate its presence before renovation activities that could expose workers. The EPA also provides requirements and guidance for renovation activities involving lead-based paint. These due-diligence steps align with facility-management responsibilities for environmental stewardship, risk management, and regulatory compliance. See [OSHA asbestos resources](#) and [EPA Renovation, Repair and Painting Program](#).

QUESTION NO: 6

What is considered the point in an asset's life cycle where the total ownership costs are at the lowest?

- A. Ownership life
- B. Useful life
- C. End of life
- D. Economic life

ANSWER: D

Explanation:

Economic life is the correct term because it identifies the period in an asset's life cycle when it delivers the most favorable balance of cost, performance, and value. Facility managers assess economic life by considering the asset's acquisition cost, operating energy or utility consumption, routine and corrective maintenance, downtime risk, declining reliability, and eventual replacement cost. Early in the life cycle, ownership costs can be relatively high because of purchase and installation expenditures. As the asset operates reliably, those costs are spread across productive use. Eventually, aging, reduced efficiency, more frequent repairs, and increasing service interruptions cause the cost of retaining the asset to rise.

The economic-life point supports a lifecycle-based replacement decision: retain the asset while its ongoing ownership and operating costs remain justified, and plan replacement when a newer alternative provides better overall economic value. This approach is central to sound facility asset management because it connects capital planning with long-term operational cost control rather than relying only on whether equipment can still physically operate. ISO's asset-management guidance emphasizes balancing costs, risks, opportunities, and performance throughout the asset life cycle. See [ISO 55001 asset management](#) and the U.S. Department of Energy's [life-cycle cost analysis guidance](#).

QUESTION NO: 7

What is the fourth stage in a well-established model of team development that consists of forming, storming, and norming?

- A. Adjourning
- B. Completing
- C. Reporting
- D. Performing

ANSWER: D

Explanation:

Performing is the fourth stage in Bruce Tuckman's widely used team-development sequence: forming, storming, norming, performing, and, in the later expanded model, adjourning. By the performing stage, the team has moved beyond initial orientation, interpersonal conflict, and the establishment of shared norms. Members understand their roles, have sufficient trust to collaborate productively, and can direct their effort toward achieving agreed objectives. Leadership at this point commonly becomes more facilitative than directive because team members can make decisions, resolve many issues, and coordinate work with a high degree of autonomy. In a facility-management setting, this stage is reflected when a cross-functional team can reliably deliver a project or operational initiative—for example, coordinating workplace changes, service-provider activities, schedules, budgets, and stakeholder needs—while maintaining focus on outcomes. Tuckman first described the four-stage framework in 1965; the adjourning stage was subsequently added with Mary Ann Jensen to address team dissolution and closure. The original article is available through [Human Relations](#), and an overview of the model and its practical application is available from [Mind Tools](#).

QUESTION NO: 8

What does Environmental Health and Safety focus on?

- A. People, property, and environment.
- B. Compliance, use, and legal matters.
- C. Worker rights, policies, and practices.
- D. Security, assets, and equipment.

ANSWER: A

Explanation:

Environmental Health and Safety focuses on **people, property, and environment**. In facility management, EHS is an integrated discipline that protects occupants, employees, contractors, visitors, physical facilities, and the surrounding environment from harm arising from workplace operations. Its people-focused work includes identifying hazards, preventing injuries and occupational illness, maintaining safe work practices, and preparing for emergencies. Its property focus includes preventing fire, chemical releases, equipment-related incidents, and other events that can damage buildings, infrastructure, and organizational resources. Its environmental focus includes managing waste, emissions, hazardous materials, pollution prevention, and compliance with environmental obligations.

This broad scope is central to effective facility management because building systems, maintenance activities, space use, and operational decisions can affect human health, asset condition, and environmental performance at the same time. OSHA describes its mission as ensuring safe and healthful working conditions, while the EPA outlines responsibilities for protecting human health and the environment. Together, these responsibilities reflect why EHS is framed around people, property, and the environment rather than a single functional concern. See [OSHA: About OSHA](#) and [EPA: Our Mission and What We Do](#).

QUESTION NO: 9

A residential complex next to a facility manager ' s building has complained about light trespassing from the campus area. What is the BEST action to take to minimize the amount of light that escapes from your property?

- A. Remove some of the lights closest to the residential complex.
- B. Reduce the fixture ' s height, angling, and shield the fixtures to decrease glare.
- C. Reduce the wattage in the exterior lighting fixtures.
- D. Move the offending light fixtures away from that area.

ANSWER: B

Explanation:

“Reduce the fixture ' s height, angling, and shield the fixtures to decrease glare.” is the best action because it addresses light trespass at its source: the direction and containment of outdoor illumination. Effective exterior-lighting design puts light only where it is needed, rather than allowing it to spill past the property line or upward into the sky. Lowering mounting height can reduce the area exposed to stray light, while aiming luminaires downward directs useful illumination onto intended walkways, entrances, or other campus areas. Proper shielding—such as full-cutoff optics, visors, or house-side shields—blocks light from leaving the fixture in unwanted directions while preserving needed lighting for safety and security. These measures also reduce glare, which can impair visibility for pedestrians and drivers and create nuisance conditions for neighboring residents. The U.S. Department of Energy describes shielding and appropriate fixture distribution as key methods for controlling glare, uplight, and light trespass. The International Dark-Sky Association likewise recommends fully shielded, downward-directed lighting to limit obtrusive light beyond the site boundary. See the [U.S. Department of Energy's outdoor-lighting guidance](#) and the [International Dark-Sky Association's responsible outdoor-lighting guidance](#).

QUESTION NO: 10

What are the two PRIMARY considerations for mitigation strategies?

- A. Major systems identification and restorative maintenance.
- B. Predictive and preventative maintenance programs.
- C. Financial assessment and cost containment.
- D. Risk assessment and hazard identification.

ANSWER: D

Explanation:

Risk assessment and hazard identification are the primary considerations because mitigation is a proactive risk-management activity: the facility manager must first recognize what could cause harm or disruption, then evaluate the nature, likelihood, and potential consequences of that exposure. Hazard identification establishes the specific sources of possible loss, such as building-system failures, severe weather, fire, security events, hazardous materials, or operational dependencies. Risk assessment then provides the structured basis for prioritizing those hazards according to their probability and business impact. Together, these activities enable a facility organization to select proportionate controls, allocate resources to the most significant exposures, and reduce the likelihood or severity of incidents before they affect people, property, service delivery, or organizational objectives.

This sequence aligns with the risk-management process applied in facility management, where understanding hazards and assessing risk inform prevention, preparedness, mitigation, and continuity decisions. FEMA similarly describes hazard mitigation planning as identifying hazards and assessing vulnerabilities and risks in order to develop actions that reduce long-term risk. See [FEMA's Hazard Mitigation Planning guidance](#) and [IFMA's FM Competencies overview](#).

QUESTION NO: 11

What is one of the perspectives used by an organization when developing a balanced scorecard?

- A. Financial
- B. Management style
- C. Market trends
- D. Real Estate strategic plan

ANSWER: A

Explanation:

Financial is correct because the Balanced Scorecard framework evaluates organizational performance from several complementary perspectives, one of which is the financial perspective. This perspective addresses the economic results expected by owners, investors, or other stakeholders and commonly includes measures such as revenue growth, cost management, profitability, return on investment, and asset utilization. In a facility-management setting, financial measures can connect facility decisions to organizational outcomes through indicators such as operating-cost efficiency, lifecycle-cost performance, budget adherence, and the financial impact of workplace or asset strategies.

The value of including financial measures is that they show whether strategic activities and operational improvements ultimately contribute to the organization's economic objectives. Balanced Scorecard measures are intended to link strategy to measurable outcomes rather than assessing performance solely through isolated operational metrics. The classic framework also incorporates customer, internal-process, and learning-and-growth perspectives, enabling leaders to balance current financial results with the capabilities and processes that support sustained performance. The Balanced Scorecard Institute provides an overview of these strategic perspectives at [Balanced Scorecard Basics](#). A foundational description of the framework is also available from [Harvard Business Review](#).

QUESTION NO: 12

What are intentional, accidental, or natural disasters called?

- A. Situations.
- B. Threats.
- C. Casualties.
- D. Warnings.

ANSWER: B

Explanation:

Threats. is correct because, in facility management, emergency preparedness, and business-continuity planning, a threat is a potential source of harm or disruption to people, facilities, operations, assets, or services. Threats can arise deliberately, such as violence, sabotage, or cyberattack; accidentally, such as a fire caused by equipment failure or human error; or naturally, such as floods, earthquakes, severe weather, and other natural hazards. Identifying these threats is a foundational planning activity because it enables the facility manager to assess potential impacts, establish mitigation and response measures, and support continuity of critical operations. IFMA's Facility Management body of knowledge places risk management, emergency preparedness, and business continuity among core facility-management responsibilities, requiring practitioners to anticipate events that could affect the built environment and organizational mission. FEMA similarly uses threat and hazard identification as the process of recognizing events that could adversely affect a community or organization. In this context, "threats" is the broad classification that appropriately includes intentional, accidental, and natural disruptive events. See [IFMA's overview of facility management](#) and FEMA's [risk-management resources](#).

QUESTION NO: 13

Two business units each request the same vacant area for expansion. One unit projects revenue growth but has not validated its staffing plan; the other requires secure project space for a time-sensitive client commitment. What is the BEST basis for the facility manager's recommendation?

- A. Allocate the space to the business unit with the largest projected revenue increase.
- B. Evaluate both requests against validated demand, business priorities, timing, risk, and feasible alternatives.
- C. Allocate the space to the business unit whose executive sponsor has the highest rank.
- D. Divide the space equally between the two business units.

ANSWER: B

Explanation:

Evaluate the requests against documented business priorities, validated demand, timing, risk, and feasible alternatives. Strategic space allocation should be based on evidence of organizational value and operational need, not on which department submitted its request first or has the most senior sponsor. The facility manager should also consider temporary, shared, or reconfigured space options before committing the only available area.

QUESTION NO: 14

What are the four phases of a strategy life-cycle model?

- A. Understand, analyze, plan, and act
- B. Initiate, plan, execute, and close
- C. Introduction, growth, maturity, and decline
- D. Plan, do, check, and act

ANSWER: A

Explanation:

Understand, analyze, plan, and act is the correct strategy life-cycle sequence. In a facilities-management strategy context, the process begins by understanding the organization's mission, stakeholder needs, operating environment, and facility-related drivers. The facility manager then analyzes internal capabilities, data, risks, gaps, and external conditions to establish a sound basis for decisions. Planning converts that analysis into an aligned strategy, priorities, objectives, resource requirements, and measures. Finally, acting implements the selected initiatives and integrates the strategy into operational delivery. This sequence reflects the Leadership and Strategy emphasis within the IFMA competency framework: facility strategy must support organizational objectives and be developed from informed analysis before execution. It is a strategy-development life cycle rather than simply a quality-improvement loop. IFMA identifies Leadership and Strategy as a core facility-management competency, encompassing alignment of facility decisions and plans with organizational direction. See [IFMA's FM Knowledge Areas](#) and IFMA's overview of the [facility management profession](#).

QUESTION NO: 15

What is the BEST approach to using organizational communication to foster employee support for sustainability efforts?

- A. Over-communicate by including every aspect of the organization's sustainability efforts.
- B. Challenge employees with goals that might be unrealistic but help to create a vision for the future.
- C. Create enthusiasm through articulate and succinct communication.
- D. Compare the organization's sustainability efforts to other companies to create a sense of competition.

ANSWER: C

Explanation:

Create enthusiasm through articulate and succinct communication is the best approach because employee support depends on people understanding both the purpose of sustainability efforts and the practical role they can play. Clear, well-crafted messages translate organizational objectives into relevant actions, helping employees see how sustainability connects to their work, workplace, and shared values. Succinct communication also makes key expectations easier to remember and repeat, while an articulate message can build credibility, pride, and motivation. Effective facility-management communication should be ongoing enough to reinforce priorities, but focused on meaningful outcomes, progress, and opportunities for participation. This approach supports a culture in which sustainability is understood as an organizational commitment rather than a separate initiative owned only by leadership or the facility team. It also enables employees to recognize achievements and sustain engagement over time. IFMA identifies sustainability as an important area of facility-management practice, requiring facility professionals to advance environmental and organizational objectives through effective leadership and stakeholder engagement. The U.S. Environmental Protection Agency likewise emphasizes engaging employees as a valuable part of organizational sustainability and environmental programs. See [IFMA's competency framework](#) and the [EPA guidance on employee engagement](#).

QUESTION NO: 16

What is the first step to successful outsourcing?

- A. Negotiating terms.
- B. Planning the initiatives.
- C. Selecting providers.
- D. Analyzing cost/performance.

ANSWER: B

Explanation:

Planning the initiatives. is the first step because outsourcing must begin with a deliberate definition of the business need, intended outcomes, scope, stakeholders, governance approach, timetable, and decision criteria. This early planning establishes why the organization is considering outsourcing and what success must look like before it commits resources to detailed operational or financial assessment. In a facilities-management context, the planning stage also identifies affected services, internal customers, risks, constraints, and the team responsible for managing the sourcing process and the eventual provider relationship. A clear initiative plan gives later work—such as baseline cost and performance analysis, provider evaluation, requirements development, and contract negotiation—a coherent purpose and consistent measures for decision-making. The International Organization for Standardization describes outsourcing as a process requiring an organization to determine its objectives, scope, and controls for externally provided processes; these are fundamentally planning activities. Similarly, structured procurement guidance begins with defining the need and planning the procurement before engaging the market. See [ISO 37500 guidance on outsourcing](#) and [CIPS procurement-cycle guidance](#).

QUESTION NO: 17

What should the FM department do in the ongoing monitoring of a newly outsourced Property Management contract?

- A. Explain the evaluation methodology based on the identified Key Performance Indicators.
- B. Include opportunity for the Contractor to respond to non-compliances.
- C. Ensure that all codes and regulations are met.
- D. Create an incentive program for innovative work.

ANSWER: B

Explanation:

Include opportunity for the Contractor to respond to non-compliances. Ongoing contract monitoring is not only the act of identifying and recording a service failure; it is a managed performance-improvement process. After the FM department identifies a non-compliance, the contractor should be able to review the finding, provide relevant facts or evidence, identify the cause, and propose or implement a corrective-action plan. This creates a fair, documented process and helps ensure that performance decisions are based on complete information. It also supports a constructive client-provider relationship at the particularly important early stage of an outsourced property-management arrangement, when expectations, reporting practices, and corrective-action procedures are becoming established. The FM team should retain the response and resulting action in the contract-performance record, then verify that the agreed correction has been completed within the required timeframe. This approach supports accountability while giving the service provider an appropriate chance to resolve issues before escalation or contractual remedies are considered. The IFMA Certified Facility Manager credential emphasizes managing service-provider relationships and service delivery; see [IFMA's CFM overview](#). A comparable formal principle is reflected in the U.S. Federal Acquisition Regulation's contractor-performance process, which provides contractors an opportunity to review and comment on performance evaluations: [FAR 42.1503](#).

QUESTION NO: 18

Which standard would a facility manager use when assigning the floor area for occupant groups?

- A. Industry-specific standard
- B. Open Standards Consortium for Real Estate Standard
- C. Accessibility standard
- D. ASTM/IFMA standards

ANSWER: D**Explanation:**

ASTM/IFMA standards is correct because facility managers need a consistent, repeatable basis for measuring, classifying, and allocating building space to organizational occupant groups. ASTM's facility-management floor-area measurement practice establishes common definitions and measurement methods for areas such as occupant space, service areas, circulation, and building amenities. Applying these definitions allows a facility manager to assign area to departments, business units, or other occupant groups in a way that is auditable and comparable across floors, buildings, and reporting periods. This consistency supports chargeback calculations, occupancy planning, utilization analysis, benchmarking, and decisions about future space needs. IFMA has long supported standardized space measurement and classification practices used by facility-management professionals, including the ASTM approach, so the combined reference accurately reflects accepted FM practice. The relevant ASTM practice is ASTM E1836, *Standard Practice for Building Floor Area Measurements for Facility Management*, which is specifically directed at measuring floor area for facility-management purposes. See [ASTM E1836](#) and IFMA's [Knowledge Library](#) for facility-management standards and guidance.

QUESTION NO: 19

Which is the **MOST** important best practice to ensure a successful safety culture?

- A. Go beyond statutory requirements.
- B. Lead by example.
- C. Utilize technology to streamline safety training and enforcement.
- D. Prioritize safety.

ANSWER: B**Explanation:**

Lead by example. is the most important practice because a safety culture is established and sustained through visible leadership behavior. Facility leaders demonstrate that safety is a core operating value when they consistently follow safety procedures themselves, make time and resources available for risk controls, discuss safety expectations in routine decisions, and respond constructively to reported hazards and incidents. Employees take cues from what leaders actually do, particularly when operational deadlines, cost pressures, or convenience conflict with safe work practices. Consistent leadership conduct builds trust that reporting concerns is expected and valued, rather than treated as an obstacle to productivity.

This visible commitment also makes accountability credible: people are more likely to comply with procedures, participate in training, and raise near misses when supervisors and managers model the same standards. OSHA identifies management leadership and meaningful worker participation as central elements of an effective safety and health program, emphasizing that managers must communicate their commitment and lead by example. The International Labour Organization likewise recognizes leadership commitment as foundational to a positive safety and health culture. In facilities management, that example connects policy, training, inspections, contractor oversight, and day-to-day operations into a shared, practical commitment to preventing harm. See [OSHA: Management Leadership](#) and [ILO: Safety and Health at Work](#).

QUESTION NO: 20

A landlord has just completed a major capital improvement in a multi-tenant commercial building. The property manager is responsible for determining if the costs of the project can be recovered from the tenants. What is NOT part of the process?

- A. Checking each lease to determine if capital costs are recoverable
- B. Splitting costs evenly and charging all costs in the year when the project was performed
- C. Determining how much should be recovered each year and for how many years
- D. Determining if a finance charge gets added to the recoverable costs

ANSWER: B

Explanation:

“Splitting costs evenly and charging all costs in the year when the project was performed” is not an appropriate capital-cost recovery process. A capital improvement commonly provides benefits over multiple years, so recoverability, allocation method, recovery period, and any permitted financing component must be established from the specific lease language before tenant billings are issued. The property manager should identify which leases permit recovery of capital expenditures, determine the applicable tenant share and exclusions, and calculate an annual recovery amount over a reasonable amortization period consistent with the lease. This approach aligns billed amounts with the continuing benefit received from the improvement and supports transparent, defensible operating-expense administration. It also recognizes that commercial leases may define recoverable capital items differently and can prescribe useful-life, amortization, interest, gross-up, notice, or reconciliation requirements. IFMA’s Certified Facility Manager framework includes real estate and property management responsibilities such as administering leases and managing property-related financial obligations. See [IFMA Certified Facility Manager](#) and the [IFMA FM Knowledge Library](#) for related professional-practice resources.

QUESTION NO: 21

Who implements the strategic facility plan?

- A. Operations Manager
- B. Facility Manager
- C. Chief Financial Officer
- D. Chief Operations Officer

ANSWER: B

Explanation:

The **Facility Manager** implements the strategic facility plan by translating the organization's long-term business direction into coordinated facility actions, services, projects, and operational standards. This includes managing the delivery of workplace, real estate, maintenance, capital renewal, service-provider, and space initiatives identified in the plan. Implementation also requires monitoring performance, managing resources and budgets, communicating with organizational stakeholders, and adjusting facility actions when business requirements change.

In the IFMA competency framework, strategic planning and leadership are core facility-management responsibilities. The facility manager connects organizational strategy with the built environment and ensures that facilities, assets, and services support mission delivery over both the immediate and longer-term planning horizons. While senior executives establish corporate direction and authorize major investments, the facility manager provides the professional leadership needed to execute the facility strategy and measure whether intended outcomes are being achieved.

IFMA describes the facility-management profession as integrating people, place, and process within the built environment to improve organizational performance. Implementing the strategic facility plan is a direct application of that role. See [IFMA: What Is Facility Management?](#) and [IFMA Facility Management Competency Model](#).

QUESTION NO: 22

Your senior leadership decided to implement an energy dashboard to track utility consumption. They want a baseline before commissioning has started to evaluate the results. How should this commissioning information be used on the dashboard?

- A. To show the month ' s utility usage after commissioning and guide decisions on installing additional equipment.
- B. To show how much energy comes from the grid and how much from renewable sources.
- C. To show changes in energy usage as commissioning projects are completed and determine whether the project achieved the desired outcomes.
- D. To show monthly kilowatts used by individual pieces of equipment.

ANSWER: C

Explanation:

To show changes in energy usage as commissioning projects are completed and determine whether the project achieved the desired outcomes is correct. A pre-commissioning baseline establishes the building's energy performance before operational improvements are implemented. The dashboard should then present energy use over time in a way that compares post-commissioning performance with that established baseline. This enables facility managers and senior leaders to verify whether commissioning measures delivered the intended reduction in consumption, identify the timing and scale of performance changes, and support decisions about further optimization. Meaningful comparison also requires normalizing or documenting material operating conditions that affect energy use, such as weather, occupancy, operating hours, and production or service demand. The dashboard is therefore a performance-verification tool: it connects completed commissioning activities with measured utility outcomes and provides an ongoing view of whether savings persist. This use is consistent with recognized measurement-and-verification practice, which uses baseline energy data and adjustment factors to determine avoided energy consumption. The U.S. Department of Energy describes commissioning as a quality-focused process for verifying that systems perform according to the owner's requirements, while ENERGY STAR explains how benchmarking supports tracking building energy performance over time. See [U.S. Department of Energy—Commissioning](#) and [ENERGY STAR—Benchmarking](#).

QUESTION NO: 23

What is the relationship between position power and personal influence?

- A. Position power alone is sufficient for effective leadership
- B. Position power can create personal influence
- C. Personal influence cannot be attained without first having a position of power
- D. Personal influence and position power come from different sources

ANSWER: D

Explanation:

Personal influence and position power come from different sources. Position power is granted by the organization through a role's formal authority, responsibilities, decision rights, access to resources, and accountability. For a facility manager, this may include authority to approve work, direct service providers, administer policies, or manage budgets. Its source is the position rather than the individual occupying it.

Personal influence arises from qualities and relationships that make others willing to listen, collaborate, and act. These include demonstrated competence, trustworthiness, credibility, communication, emotional intelligence, and a record of delivering sound results. A facility professional can therefore influence project stakeholders, occupants, suppliers, and senior leaders even when those parties are outside the person's direct reporting structure.

This distinction is important in facilities management because successful outcomes commonly depend on cross-functional cooperation rather than formal reporting lines alone. Formal authority can support an individual's ability to act, while personal influence supports alignment, commitment, and constructive stakeholder relationships. Effective leaders deliberately develop both forms of power to advance organizational and workplace objectives. The Center for Creative Leadership describes leadership power as including both positional and personal sources: [CCL: Power and Leadership](#). IFMA's CFM credential also emphasizes the broad leadership and management capabilities required of facility professionals: [IFMA CFM](#).

QUESTION NO: 24

What is MOST important when creating a facility culture of safety and security?

- A. Relying on a risks and hazards assessment after an incident has occurred
- B. Evaluating potential hazards and implementing corrective action, if needed
- C. Involving only senior management in the risk assessment
- D. Focusing exclusively on near misses

ANSWER: B

Explanation:

Evaluating potential hazards and implementing corrective action, if needed, is most important because a strong safety and security culture is preventive, continuous, and embedded in normal facility operations. Facility managers should identify foreseeable hazards and security vulnerabilities before they result in injury, loss, service disruption, or damage. This involves routine inspections, risk assessments, employee reporting, review of work practices, and attention to changes in occupancy, equipment, contractors, and the physical environment. Assessment findings must then lead to proportionate corrective actions, such as eliminating a hazard, improving engineering controls, updating procedures, providing training, or strengthening access controls. Just as importantly, leaders should communicate findings and follow through so occupants and staff see that reporting concerns produces meaningful improvement. This reinforces shared responsibility and encourages early reporting of unsafe conditions. OSHA's recommended practices describe hazard identification and assessment as a core element of a safety and health program and emphasize correcting identified hazards promptly. The ISO occupational health and safety management standard similarly centers on proactively identifying hazards and managing risks through continual improvement. These principles support a facility culture in which safety and security are managed proactively rather than only after a harmful event occurs. See [OSHA: Hazard Identification and Assessment](#) and [ISO 45001 Occupational Health and Safety Management Systems](#).

QUESTION NO: 25

What is NOT typically included in service level agreements (SLAs)?

- A. Problem management resolution procedures.
- B. Billing or chargeback procedures.
- C. Definition of services.

D. Request for proposal.

ANSWER: D

Explanation:

Request for proposal. is the correct answer because an RFP is a procurement document issued before a service provider is selected and before the parties negotiate their contractual service commitments. In facilities management, the RFP communicates the organization's requirements to prospective suppliers and requests information about their proposed solution, capability, pricing, implementation approach, and commercial terms. It supports a fair, structured sourcing and vendor-selection process.

After a provider is selected, an SLA may be developed as part of, or referenced by, the service contract. The SLA establishes the operational commitments governing the delivered service, such as the service scope, roles, response and resolution processes, measurable performance targets, reporting methods, and remedies or escalation procedures. These provisions enable the facility manager and service provider to monitor whether the agreed service outcomes are being achieved. IFMA identifies procurement and contract management as important elements of facility management practice, while SLAs serve as performance-management instruments within an established provider relationship. See IFMA's overview of the CFM competency framework at [IFMA Certified Facility Manager](#) and IBM's explanation of the role and contents of SLAs at [IBM: What is a service-level agreement?](#).

QUESTION NO: 26

How is the Facility Condition Index (FCI) determined?

- A.** Dividing the cost of deficiencies by the facility replacement value.
- B.** Subtracting the facility replacement value by the cost of deficiencies.
- C.** Dividing the facility replacement value by the cost of deficiencies.
- D.** Multiplying the cost of deficiencies by the facility replacement value.

ANSWER: A

Explanation:

The Facility Condition Index (FCI) is determined by dividing the cost of deficiencies by the facility replacement value. In formula form, $FCI = \text{deferred-maintenance or deficiency cost} \div \text{current replacement value}$ (often stated as current replacement value, or CRV). The result is expressed as a ratio or percentage and provides a normalized measure of a building's physical condition. Normalizing deficiencies against replacement value allows facility managers to compare the relative condition of assets of very different sizes, types, and values, rather than relying on a raw backlog dollar amount alone. For example, a \$500,000 deficiency backlog for a facility with a \$10 million replacement value produces an FCI of 0.05, or 5 percent. This metric supports asset-management decisions, capital renewal prioritization, long-range planning, and communication of condition needs to leadership. The National Park Service describes FCI as the ratio of deferred-maintenance needs to current replacement value, and U.S. federal real-property guidance similarly uses the ratio of repair needs to replacement value as a condition measure. See the [National Park Service overview of FCI](#) and the [U.S. Government Accountability Office discussion of facility-condition assessment practices](#).

QUESTION NO: 27

You provide integrated facility services for a client with a single site, including janitorial services. The client's site has been granted LEED certification, including points for implementing a green cleaning policy. What should you do to meet the client's need for a green cleaning policy?

- A.** Contact professional organizations in the janitorial industry and Facility Managers at other LEED-certified sites for their recommendations.
- B.** Review professional journals, identify green cleaning solutions, and prepare a policy and procedures based on those solutions.

C. Review LEED standards applicable to the site, identify compliant equipment and supplies, and prepare a policy and procedures based on those standards.

D. Meet with equipment and supplies vendors specializing in green cleaning and obtain their recommendations.

ANSWER: C

Explanation:

Reviewing LEED standards applicable to the site, identifying compliant equipment and supplies, and preparing a policy and procedures based on those standards is the appropriate action because the client's stated requirement is tied directly to maintaining LEED-recognized green-cleaning practices. A facility manager should begin with the rating system, version, and operations requirements applicable to that certified property, then translate those requirements into an operational cleaning policy. This includes establishing procurement criteria for cleaning products, paper products, powered equipment, and other supplies; defining approved cleaning methods; documenting training and implementation responsibilities; and maintaining records that demonstrate ongoing conformance. LEED's green-cleaning approach is designed to reduce exposure to hazardous chemicals, support indoor environmental quality, and ensure that routine custodial work aligns with sustainable operations objectives. Basing the policy on applicable LEED criteria gives the service provider a defensible, auditable framework rather than relying solely on general industry advice or vendor recommendations. The policy should also be integrated into the janitorial scope of work and monitored through purchasing controls, staff training, periodic inspections, and performance documentation. USGBC describes the LEED Operations and Maintenance framework at <https://www.usgbc.org/leed/rating-systems/operations-maintenance>; LEED credit resources are available through <https://www.usgbc.org/credits>.