PRACTICE EXAM 19: CFM SIMULATION

PRACTICE EXAM 19 — QUESTIONS 1–100

Time Limit: 3 hours · 100 Questions · 4-Option Multiple Choice

Domain Distribution: 10 questions per domain across all 10 official CFM domains

Format Note: This exam emphasizes sequence and ordering questions where candidates must identify the correct order of facility management activities, processes, methodologies, or decision steps. Difficulty is moderate-to-higher through requirement of process flow understanding, distinct from prior exams' single-decision or comparative formats.

1. The correct sequence of phases in the standard project lifecycle is:

A. Initiation, planning, execution, monitoring/controlling, and closeout

B. Planning, initiation, execution, monitoring/controlling, and closeout

C. Execution, planning, initiation, monitoring/controlling, and closeout

D. Initiation, execution, planning, monitoring/controlling, and closeout

2. The correct sequence of FEMA emergency management phases is:

A. Preparedness, response, mitigation, and recovery

B. Response, mitigation, preparedness, and recovery

C. Mitigation, preparedness, response, and recovery

D. Recovery, mitigation, preparedness, and response

3. The correct sequence of the Plan-Do-Check-Act improvement cycle is:

A. Plan, check, do, act

B. Plan, do, check, act

C. Do, plan, check, act

D. Plan, do, act, check

4. The correct sequence of phases in the strategic facility planning process is:

A. Implementation, evaluation, analysis, and planning

B. Analysis, evaluation, planning, and implementation

C. Evaluation, planning, implementation, and analysis

D. Understand, analyze, plan, and act

5. The correct sequence of the hierarchy of controls from most to least preferred is:

A. PPE, administrative, engineering, substitution, elimination

B. Administrative, engineering, substitution, elimination, PPE

C. Elimination, substitution, engineering, administrative, PPE

D. Engineering, elimination, administrative, substitution, PPE

6. The correct sequence of Six Sigma DMAIC phases is:

A. Define, measure, analyze, improve, control

B. Design, measure, analyze, implement, control

C. Define, monitor, analyze, improve, control

D. Discover, measure, analyze, improve, certify

7. The correct sequence of Kotter's first three steps in leading change is:

A. Form coalition, create urgency, develop vision

B. Create urgency, form coalition, develop vision

C. Develop vision, create urgency, form coalition

D. Form coalition, develop vision, create urgency

8. The correct sequence of ADKAR change model stages is:

A. Awareness, ability, desire, knowledge, reinforcement

B. Awareness, knowledge, desire, ability, reinforcement

C. Desire, awareness, knowledge, ability, reinforcement

D. Awareness, desire, knowledge, ability, reinforcement

9. The correct sequence of Lewin's three-stage change model is:

A. Unfreeze, change, refreeze

B. Refreeze, unfreeze, change

C. Change, unfreeze, refreeze

D. Unfreeze, refreeze, change

10. The correct sequence of the standard procurement lifecycle is:

A. Award, requirements, solicitation, evaluation, contract execution

B. Solicitation, requirements, award, evaluation, contract execution

C. Requirements, solicitation, evaluation, award, contract execution

D. Requirements, evaluation, solicitation, award, contract execution

11. The correct sequence of phases in the design and construction process is:

A. Construction, design development, schematic design, programming

B. Programming, schematic design, design development, construction documents

C. Design development, programming, schematic design, construction

D. Schematic design, programming, design development, construction

12. The correct sequence of the standard incident response process is:

A. Recovery, detection, containment, eradication, lessons learned

B. Detection, eradication, containment, recovery, lessons learned

C. Containment, detection, recovery, eradication, lessons learned

D. Detection, containment, eradication, recovery, lessons learned

13. The correct sequence of Bloom's taxonomy from lowest to highest cognitive level is:

A. Remember, understand, apply, analyze, evaluate, create

B. Apply, remember, understand, analyze, evaluate, create

C. Understand, remember, apply, analyze, evaluate, create

D. Remember, apply, understand, analyze, create, evaluate

14. The correct sequence of the asset lifecycle management process is:

A. Disposition, operation, acquisition, planning, installation

B. Acquisition, planning, installation, operation, disposition

C. Planning, acquisition, installation, operation, disposition

D. Operation, planning, acquisition, installation, disposition

15. The correct sequence of the standard risk management process is:

A. Risk treatment, risk identification, risk analysis, risk evaluation

B. Risk identification, risk analysis, risk evaluation, risk treatment

C. Risk analysis, risk identification, risk treatment, risk evaluation

D. Risk evaluation, risk analysis, risk identification, risk treatment

16. The correct sequence of the business continuity management process is:

A. Business impact analysis, strategy development, plan development, exercise

B. Strategy development, business impact analysis, plan development, exercise

C. Plan development, business impact analysis, strategy development, exercise

D. Exercise, business impact analysis, strategy development, plan development

17. The correct sequence of phases in the standard procurement RFP process is:

A. Award, evaluation, RFP issuance, requirements definition

B. Evaluation, RFP issuance, requirements definition, award

C. RFP issuance, requirements definition, evaluation, award

D. Requirements definition, RFP issuance, evaluation, award

18. The correct sequence of the building commissioning process phases is:

A. Acceptance, design, construction, occupancy

B. Construction, design, acceptance, occupancy

C. Pre-design, design, construction, occupancy and operations

D. Design, pre-design, construction, occupancy

19. The correct sequence of the workplace strategy development process is:

A. Implementation, analysis, design, evaluation

B. Analysis, design, implementation, evaluation

C. Design, analysis, evaluation, implementation

D. Evaluation, analysis, design, implementation

20. The correct sequence of LEED certification process steps is:

A. Registration, design and construction, certification application, certification award

B. Certification application, registration, design and construction, certification award

C. Design and construction, registration, certification application, certification award

D. Registration, certification application, design and construction, certification award

21. The correct sequence of phases in the standard FMEA process is:

A. Severity scoring, occurrence scoring, detection scoring, function identification

B. Detection scoring, function identification, severity scoring, occurrence scoring

C. Occurrence scoring, function identification, severity scoring, detection scoring

D. Function identification, failure mode identification, effects analysis, RPN calculation

22. The correct sequence of the standard root cause analysis process is:

A. Solution implementation, problem definition, data collection, cause identification

B. Problem definition, data collection, cause identification, solution implementation

C. Cause identification, problem definition, data collection, solution implementation

D. Data collection, problem definition, solution implementation, cause identification

23. The correct sequence of the standard project initiation activities is:

A. Stakeholder identification, charter development, sponsor approval, kickoff

B. Charter development, stakeholder identification, sponsor approval, kickoff

C. Sponsor approval, stakeholder identification, charter development, kickoff

D. Kickoff, stakeholder identification, charter development, sponsor approval

24. The correct sequence of the standard project planning activities is:

A. Resource planning, scope definition, schedule development, risk planning

B. Schedule development, scope definition, resource planning, risk planning

C. Scope definition, work breakdown structure, schedule development, risk planning

D. Risk planning, scope definition, schedule development, resource planning

25. The correct sequence of the standard project execution activities is:

A. Status reporting, work performance, team management, deliverable acceptance

B. Team management, work performance, status reporting, deliverable acceptance

C. Work performance, status reporting, team management, deliverable acceptance

D. Work performance, team management, status reporting, deliverable acceptance

26. The correct sequence of the standard project monitoring activities is:

A. Variance analysis, performance measurement, change control, corrective action

B. Performance measurement, variance analysis, change control, corrective action

C. Change control, performance measurement, variance analysis, corrective action

D. Corrective action, performance measurement, variance analysis, change control

27. The correct sequence of the standard project closeout activities is:

A. Final acceptance, lessons learned, contract closeout, archive documentation

B. Lessons learned, final acceptance, contract closeout, archive documentation

C. Contract closeout, final acceptance, lessons learned, archive documentation

D. Archive documentation, final acceptance, lessons learned, contract closeout

28. The correct sequence of the standard sustainability assessment process is:

A. Implementation, baseline assessment, target setting, monitoring

B. Target setting, baseline assessment, implementation, monitoring

C. Baseline assessment, target setting, implementation, monitoring

D. Monitoring, baseline assessment, target setting, implementation

29. The correct sequence of the standard energy management process is:

A. Verification, energy audit, opportunity identification, implementation

B. Implementation, energy audit, opportunity identification, verification

C. Opportunity identification, energy audit, implementation, verification

D. Energy audit, opportunity identification, implementation, verification

30. The correct sequence of the standard preventive maintenance program development is:

A. Schedule development, asset identification, task definition, implementation

B. Asset identification, task definition, schedule development, implementation

C. Task definition, asset identification, schedule development, implementation

D. Implementation, asset identification, task definition, schedule development

31. The correct sequence of the standard space planning process is:

A. Programming, space standards, planning, design

B. Design, programming, space standards, planning

C. Planning, programming, design, space standards

D. Space standards, programming, planning, design

32. The correct sequence of the standard real estate transaction process is:

A. Negotiation, requirements analysis, market analysis, contract execution

B. Market analysis, requirements analysis, negotiation, contract execution

C. Requirements analysis, market analysis, negotiation, contract execution

D. Contract execution, requirements analysis, market analysis, negotiation

33. The correct sequence of the standard occupant onboarding process is:

A. Operational training, space allocation, technology setup, orientation

B. Space allocation, technology setup, orientation, operational training

C. Technology setup, space allocation, orientation, operational training

D. Orientation, space allocation, technology setup, operational training

34. The correct sequence of the standard quality improvement process is:

A. Implementation, problem identification, analysis, monitoring

B. Analysis, problem identification, implementation, monitoring

C. Monitoring, problem identification, analysis, implementation

D. Problem identification, analysis, implementation, monitoring

35. The correct sequence of the standard contract management lifecycle is:

A. Contract creation, performance management, modification, closeout

B. Performance management, contract creation, modification, closeout

C. Modification, contract creation, performance management, closeout

D. Closeout, contract creation, performance management, modification

36. The correct sequence of the standard vendor management process is:

A. Contract management, vendor selection, performance monitoring, relationship management

B. Performance monitoring, vendor selection, contract management, relationship management

C. Vendor selection, contract management, performance monitoring, relationship management

D. Relationship management, vendor selection, contract management, performance monitoring

37. The correct sequence of the standard occupant feedback management process is:

A. Action implementation, feedback collection, analysis, reporting

B. Feedback collection, analysis, action implementation, reporting

C. Analysis, feedback collection, action implementation, reporting

D. Reporting, feedback collection, analysis, action implementation

38. The correct sequence of the standard incident investigation process is:

A. Lessons learned, incident response, evidence collection, root cause analysis

B. Incident response, lessons learned, evidence collection, root cause analysis

C. Evidence collection, incident response, root cause analysis, lessons learned

D. Incident response, evidence collection, root cause analysis, lessons learned

39. The correct sequence of the standard emergency response phases is:

A. Notification, assessment, response, recovery

B. Assessment, notification, response, recovery

C. Response, notification, assessment, recovery

D. Recovery, notification, assessment, response

40. The correct sequence of the standard facility commissioning verification activities is:

A. Functional performance testing, installation verification, training, documentation

B. Installation verification, training, functional performance testing, documentation

C. Installation verification, functional performance testing, training, documentation

D. Documentation, installation verification, functional performance testing, training

41. The correct sequence of the standard sustainability reporting process is:

A. Verification, data collection, report development, publication

B. Data collection, report development, verification, publication

C. Data collection, verification, report development, publication

D. Report development, data collection, verification, publication

42. The correct sequence of the standard workplace transformation process is:

A. Vision development, current state assessment, future state design, implementation

B. Current state assessment, vision development, future state design, implementation

C. Future state design, vision development, current state assessment, implementation

D. Implementation, vision development, current state assessment, future state design

43. The correct sequence of the standard tenant improvement project process is:

A. Construction, design, requirements definition, occupancy

B. Design, requirements definition, construction, occupancy

C. Requirements definition, construction, design, occupancy

D. Requirements definition, design, construction, occupancy

44. The correct sequence of the standard procurement evaluation criteria development process is:

A. Evaluation, criteria weighting, criteria definition, requirements analysis

B. Requirements analysis, criteria definition, criteria weighting, evaluation

C. Criteria definition, requirements analysis, criteria weighting, evaluation

D. Criteria weighting, requirements analysis, criteria definition, evaluation

45. The correct sequence of the standard knowledge management process is:

A. Creation, storage, sharing, application

B. Storage, creation, sharing, application

C. Sharing, creation, storage, application

D. Application, creation, storage, sharing

46. The correct sequence of the standard performance management cycle is:

A. Performance review, goal setting, ongoing feedback, performance review again

B. Ongoing feedback, goal setting, performance review, development planning

C. Goal setting, performance review, ongoing feedback, development planning

D. Goal setting, ongoing feedback, performance review, development planning

47. The correct sequence of the standard succession planning process is:

A. Development planning, talent identification, role identification, succession review

B. Talent identification, role identification, development planning, succession review

C. Role identification, talent identification, development planning, succession review

D. Succession review, talent identification, role identification, development planning

48. The correct sequence of the standard change management communication process is:

A. Implementation, awareness building, understanding development, reinforcement

B. Awareness building, understanding development, implementation, reinforcement

C. Understanding development, awareness building, implementation, reinforcement

D. Reinforcement, awareness building, understanding development, implementation

49. The correct sequence of the standard cost estimation process is:

A. Scope definition, work breakdown, cost estimation, contingency analysis

B. Cost estimation, scope definition, work breakdown, contingency analysis

C. Work breakdown, scope definition, cost estimation, contingency analysis

D. Contingency analysis, scope definition, work breakdown, cost estimation

50. The correct sequence of the standard schedule development process is:

A. Schedule development, activity definition, sequencing, duration estimation

B. Activity definition, duration estimation, sequencing, schedule development

C. Duration estimation, activity definition, sequencing, schedule development

D. Activity definition, sequencing, duration estimation, schedule development

51. The correct sequence of the standard stakeholder management process is:

A. Engagement planning, stakeholder identification, analysis, monitoring

B. Stakeholder identification, analysis, engagement planning, monitoring

C. Analysis, stakeholder identification, engagement planning, monitoring

D. Monitoring, stakeholder identification, analysis, engagement planning

52. The correct sequence of the standard quality planning activities is:

A. Quality control, quality assurance, quality standards, quality planning

B. Quality assurance, quality standards, quality planning, quality control

C. Quality standards, quality planning, quality assurance, quality control

D. Quality planning, quality assurance, quality standards, quality control

53. The correct sequence of the standard work order management process is:

A. Work order creation, prioritization, assignment, completion, closeout

B. Prioritization, work order creation, assignment, completion, closeout

C. Assignment, work order creation, prioritization, completion, closeout

D. Completion, work order creation, prioritization, assignment, closeout

54. The correct sequence of the standard preventive maintenance task execution is:

A. Documentation, scheduling, execution, verification

B. Verification, scheduling, execution, documentation

C. Execution, scheduling, verification, documentation

D. Scheduling, execution, verification, documentation

55. The correct sequence of the standard energy audit process is:

A. Implementation, walk-through assessment, detailed analysis, reporting

B. Walk-through assessment, detailed analysis, reporting, implementation

C. Detailed analysis, walk-through assessment, reporting, implementation

D. Reporting, walk-through assessment, detailed analysis, implementation

56. The correct sequence of the standard sustainability initiative implementation process is:

A. Verification, planning, implementation, monitoring

B. Planning, implementation, verification, monitoring

C. Planning, implementation, monitoring, verification

D. Implementation, planning, monitoring, verification

57. The correct sequence of the standard real estate strategy development process is:

A. Strategy formulation, requirements analysis, market analysis, implementation

B. Requirements analysis, strategy formulation, market analysis, implementation

C. Market analysis, requirements analysis, strategy formulation, implementation

D. Implementation, requirements analysis, market analysis, strategy formulation

58. The correct sequence of the standard space utilization assessment process is:

A. Action planning, data collection, analysis, reporting

B. Data collection, analysis, reporting, action planning

C. Analysis, data collection, reporting, action planning

D. Data collection, action planning, analysis, reporting

59. The correct sequence of the standard occupant safety program development is:

A. Implementation, hazard identification, risk assessment, control selection

B. Hazard identification, risk assessment, control selection, implementation

C. Control selection, hazard identification, risk assessment, implementation

D. Risk assessment, hazard identification, control selection, implementation

60. The correct sequence of the standard emergency action plan development process is:

A. Implementation, hazard analysis, plan development, training

B. Plan development, hazard analysis, training, implementation

C. Hazard analysis, plan development, training, implementation

D. Training, hazard analysis, plan development, implementation

61. The correct sequence of the standard business impact analysis process is:

A. Function identification, impact assessment, recovery requirements, dependencies

B. Function identification, dependencies, impact assessment, recovery requirements

C. Dependencies, function identification, impact assessment, recovery requirements

D. Recovery requirements, function identification, dependencies, impact assessment

62. The correct sequence of the standard cybersecurity incident response process is:

A. Recovery, identification, containment, eradication, lessons learned

B. Identification, eradication, containment, recovery, lessons learned

C. Containment, identification, recovery, eradication, lessons learned

D. Identification, containment, eradication, recovery, lessons learned

63. The correct sequence of the standard ISO management system implementation process is:

A. Internal audit, gap analysis, documentation, implementation

B. Documentation, gap analysis, internal audit, implementation

C. Gap analysis, documentation, implementation, internal audit

D. Implementation, gap analysis, documentation, internal audit

64. The correct sequence of the standard kaizen event process is:

A. Preparation, event execution, follow-up, sustainment

B. Event execution, preparation, follow-up, sustainment

C. Follow-up, event execution, preparation, sustainment

D. Sustainment, event execution, preparation, follow-up

65. The correct sequence of the standard balanced scorecard development process is:

A. Initiative identification, strategy development, perspective definition, measure selection

B. Strategy development, perspective definition, measure selection, initiative identification

C. Perspective definition, measure selection, strategy development, initiative identification

D. Measure selection, strategy development, perspective definition, initiative identification

66. The correct sequence of the standard performance measurement system development process is:

A. Strategy alignment, indicator selection, target setting, reporting

B. Indicator selection, strategy alignment, target setting, reporting

C. Target setting, strategy alignment, indicator selection, reporting

D. Reporting, strategy alignment, indicator selection, target setting

67. The correct sequence of the standard CMMS implementation process is:

A. User training, requirements analysis, system configuration, data migration

B. Requirements analysis, data migration, system configuration, user training

C. System configuration, requirements analysis, data migration, user training

D. Requirements analysis, system configuration, data migration, user training

68. The correct sequence of the standard IWMS implementation process is:

A. Vendor selection, requirements analysis, configuration, deployment

B. Configuration, requirements analysis, vendor selection, deployment

C. Requirements analysis, vendor selection, configuration, deployment

D. Deployment, requirements analysis, vendor selection, configuration

69. The correct sequence of the standard digital transformation process is:

A. Vision development, current state assessment, future state design, implementation

B. Current state assessment, vision development, future state design, implementation

C. Future state design, vision development, current state assessment, implementation

D. Implementation, vision development, current state assessment, future state design

70. The correct sequence of the standard data governance implementation process is:

A. Data quality monitoring, framework development, policy establishment, training

B. Framework development, policy establishment, training, data quality monitoring

C. Policy establishment, framework development, training, data quality monitoring

D. Training, framework development, policy establishment, data quality monitoring

71. The correct sequence of the standard cybersecurity framework implementation process is:

A. Framework adoption, gap analysis, control implementation, monitoring

B. Gap analysis, framework adoption, control implementation, monitoring

C. Control implementation, framework adoption, gap analysis, monitoring

D. Framework adoption, current state assessment, gap analysis, control implementation

72. The correct sequence of the standard facility technology evaluation process is:

A. Requirements definition, vendor evaluation, pilot testing, implementation

B. Vendor evaluation, requirements definition, pilot testing, implementation

C. Pilot testing, requirements definition, vendor evaluation, implementation

D. Implementation, requirements definition, vendor evaluation, pilot testing

73. The correct sequence of the standard space planning approach is:

A. Detailed design, programming, planning, occupancy

B. Programming, planning, detailed design, occupancy

C. Programming, planning, design development, occupancy

D. Planning, programming, design development, occupancy

74. The correct sequence of the standard occupant relocation process is:

A. Move execution, communication, planning, post-move support

B. Planning, communication, move execution, post-move support

C. Communication, planning, move execution, post-move support

D. Post-move support, planning, communication, move execution

75. The correct sequence of the standard facility budget development process is:

A. Approval, requirements analysis, cost estimation, presentation

B. Cost estimation, requirements analysis, presentation, approval

C. Presentation, requirements analysis, cost estimation, approval

D. Requirements analysis, cost estimation, presentation, approval

76. The correct sequence of the standard capital project authorization process is:

A. Business case, conceptual design, capital request, approval

B. Capital request, business case, conceptual design, approval

C. Conceptual design, business case, capital request, approval

D. Approval, business case, conceptual design, capital request

77. The correct sequence of the standard contractor management process is:

A. Performance evaluation, prequalification, work execution, contract closeout

B. Prequalification, performance evaluation, work execution, contract closeout

C. Prequalification, work execution, performance evaluation, contract closeout

D. Work execution, prequalification, performance evaluation, contract closeout

78. The correct sequence of the standard regulatory compliance process is:

A. Compliance verification, requirement identification, control implementation, monitoring

B. Requirement identification, control implementation, compliance verification, monitoring

C. Control implementation, requirement identification, compliance verification, monitoring

D. Monitoring, requirement identification, control implementation, compliance verification

79. The correct sequence of the standard accessibility compliance assessment process is:

A. Site assessment, gap analysis, remediation planning, implementation

B. Gap analysis, site assessment, remediation planning, implementation

C. Remediation planning, site assessment, gap analysis, implementation

D. Implementation, site assessment, gap analysis, remediation planning

80. The correct sequence of the standard environmental management system development is:

A. Implementation, environmental aspect identification, objective setting, monitoring

B. Environmental aspect identification, implementation, objective setting, monitoring

C. Objective setting, environmental aspect identification, implementation, monitoring

D. Environmental aspect identification, objective setting, implementation, monitoring

81. The correct sequence of the standard sustainability target setting process is:

A. Baseline measurement, target setting, action planning, performance tracking

B. Target setting, baseline measurement, action planning, performance tracking

C. Action planning, baseline measurement, target setting, performance tracking

D. Performance tracking, baseline measurement, target setting, action planning

82. The correct sequence of the standard renewable energy procurement process is:

A. Implementation, requirements definition, procurement strategy, contract execution

B. Procurement strategy, requirements definition, implementation, contract execution

C. Requirements definition, procurement strategy, contract execution, implementation

D. Contract execution, requirements definition, procurement strategy, implementation

83. The correct sequence of the standard waste management program development is:

A. Implementation, waste audit, target setting, monitoring

B. Target setting, waste audit, implementation, monitoring

C. Waste audit, target setting, monitoring, implementation

D. Waste audit, target setting, implementation, monitoring

84. The correct sequence of the standard water conservation program implementation is:

A. Verification, water audit, opportunity identification, implementation

B. Water audit, opportunity identification, implementation, verification

C. Opportunity identification, water audit, implementation, verification

D. Implementation, water audit, opportunity identification, verification

85. The correct sequence of the standard indoor air quality assessment process is:

A. Action planning, walkthrough survey, testing, reporting

B. Walkthrough survey, testing, action planning, reporting

C. Walkthrough survey, testing, reporting, action planning

D. Testing, walkthrough survey, reporting, action planning

86. The correct sequence of the standard thermal comfort assessment process is:

A. Survey design, data collection, analysis, action planning

B. Data collection, survey design, analysis, action planning

C. Analysis, survey design, data collection, action planning

D. Action planning, survey design, data collection, analysis

87. The correct sequence of the standard occupant survey process is:

A. Action implementation, survey design, distribution, analysis

B. Survey design, distribution, analysis, action implementation

C. Distribution, survey design, analysis, action implementation

D. Survey design, distribution, action implementation, analysis

88. The correct sequence of the standard workplace experience design process is:

A. Implementation, persona development, journey mapping, design

B. Persona development, journey mapping, design, implementation

C. Journey mapping, persona development, design, implementation

D. Design, persona development, journey mapping, implementation

89. The correct sequence of the standard amenity strategy development process is:

A. Implementation, needs assessment, strategy development, monitoring

B. Strategy development, needs assessment, implementation, monitoring

C. Needs assessment, strategy development, implementation, monitoring

D. Monitoring, needs assessment, strategy development, implementation

90. The correct sequence of the standard hospitality services program development is:

A. Service design, needs assessment, implementation, evaluation

B. Implementation, needs assessment, service design, evaluation

C. Needs assessment, implementation, service design, evaluation

D. Needs assessment, service design, implementation, evaluation

91. The correct sequence of the standard meeting and events services process is:

A. Service execution, request submission, planning, post-event evaluation

B. Planning, request submission, service execution, post-event evaluation

C. Request submission, service execution, planning, post-event evaluation

D. Request submission, planning, service execution, post-event evaluation

92. The correct sequence of the standard food services program development process is:

A. Vendor selection, occupant needs assessment, service design, implementation

B. Occupant needs assessment, service design, vendor selection, implementation

C. Service design, occupant needs assessment, vendor selection, implementation

D. Implementation, occupant needs assessment, service design, vendor selection

93. The correct sequence of the standard mail and shipping services process is:

A. Receipt processing, sorting, distribution, tracking and reporting

B. Distribution, receipt processing, sorting, tracking and reporting

C. Sorting, receipt processing, distribution, tracking and reporting

D. Tracking and reporting, receipt processing, sorting, distribution

94. The correct sequence of the standard reception services program development is:

A. Implementation, role definition, training, performance monitoring

B. Role definition, performance monitoring, training, implementation

C. Role definition, training, implementation, performance monitoring

D. Training, role definition, implementation, performance monitoring

95. The correct sequence of the standard concierge services program development is:

A. Implementation, service definition, vendor relationships, performance monitoring

B. Service definition, vendor relationships, implementation, performance monitoring

C. Vendor relationships, service definition, implementation, performance monitoring

D. Performance monitoring, service definition, vendor relationships, implementation

96. The correct sequence of the standard parking and transportation services process is:

A. Implementation, demand assessment, capacity planning, monitoring

B. Capacity planning, demand assessment, implementation, monitoring

C. Demand assessment, capacity planning, monitoring, implementation

D. Demand assessment, capacity planning, implementation, monitoring

97. The correct sequence of the standard space classification system development process is:

A. Definition development, classification standards, application, validation

B. Classification standards, definition development, application, validation

C. Application, definition development, classification standards, validation

D. Validation, definition development, classification standards, application

98. The correct sequence of the standard space inventory management process is:

A. Maintenance updates, baseline inventory, change tracking, reporting

B. Change tracking, baseline inventory, maintenance updates, reporting

C. Baseline inventory, maintenance updates, change tracking, reporting

D. Reporting, baseline inventory, maintenance updates, change tracking

99. The correct sequence of the standard occupancy planning process is:

A. Implementation, current state analysis, future demand projection, scenario planning

B. Current state analysis, future demand projection, scenario planning, implementation

C. Future demand projection, current state analysis, scenario planning, implementation

D. Scenario planning, current state analysis, future demand projection, implementation

100. The correct sequence of the standard portfolio strategy development process is:

A. Implementation, portfolio assessment, strategy formulation, monitoring

B. Strategy formulation, portfolio assessment, implementation, monitoring

C. Monitoring, portfolio assessment, strategy formulation, implementation

D. Portfolio assessment, strategy formulation, implementation, monitoring

PRACTICE EXAM 19 — ANSWER KEY AND FULL EXPLANATIONS

1. A — Initiation, planning, execution, monitoring/controlling, and closeout is the standard project lifecycle sequence. The sequence reflects the natural progression of project work from authorization through delivery. Other orderings misrepresent the standard project lifecycle structure.

2. C — Mitigation, preparedness, response, and recovery is the standard FEMA emergency management sequence. Mitigation reduces likelihood and consequences before events; preparedness builds readiness; response addresses active events; recovery restores normal operations. The sequence reflects temporal progression across the event lifecycle.

3. B — Plan, do, check, act is the standard PDCA improvement cycle sequence. Planning establishes the change hypothesis, doing implements, checking measures results, and acting institutionalizes successful changes. The cycle treats every improvement as a tested hypothesis.

4. D — Understand, analyze, plan, and act is the IFMA standard strategic facility planning process. The sequence begins with understanding organizational context, proceeds through analysis and planning, and concludes with implementation. The framework ensures strategic alignment throughout planning.

5. C — Elimination, substitution, engineering, administrative, PPE is the hierarchy of controls preferred sequence from most to least effective. Higher-order controls provide more reliable protection because they reduce dependence on consistent worker behavior. The sequence is established in occupational safety practice.

6. A — Define, measure, analyze, improve, control is the standard Six Sigma DMAIC sequence. Each phase has specific deliverables and gateway criteria for progression. The sequence supports systematic process improvement methodology.

7. B — Create urgency, form coalition, develop vision is Kotter's first three steps in leading change. Urgency creates the change imperative, coalition provides the leadership capacity, and vision provides the direction. The sequence reflects logical change leadership progression.

8. D — Awareness, desire, knowledge, ability, reinforcement is the standard ADKAR sequence. The model addresses individual psychological progression through change adoption stages. Each stage builds on the previous to support sustainable change adoption.

9. A — Unfreeze, change, refreeze is Lewin's standard three-stage change model. Unfreezing addresses resistance to current state, change implements transition, and refreezing institutionalizes new state. The model provides foundational change theory.

10. C — Requirements, solicitation, evaluation, award, contract execution is the standard procurement lifecycle sequence. The sequence ensures that requirements drive solicitation, evaluation supports selection, and award precedes execution. The framework maintains procurement governance integrity.

11. B — Programming, schematic design, design development, construction documents is the standard design and construction sequence. Each phase produces deliverables that inform the next phase. The sequence ensures that requirements translate progressively into construction-ready documents.

12. D — Detection, containment, eradication, recovery, lessons learned is the standard incident response sequence. Detection identifies the incident, containment limits spread, eradication removes the cause, recovery restores operations, and lessons learned improves future response. The sequence is established in incident response practice.

13. A — Remember, understand, apply, analyze, evaluate, create is the Bloom's taxonomy sequence from lowest to highest cognitive level. The taxonomy supports learning objective design and assessment methodology. Higher levels build on lower-level cognitive capabilities.

14. C — Planning, acquisition, installation, operation, disposition is the standard asset lifecycle management sequence. The sequence addresses the full lifecycle from initial planning through final disposition. Each phase has distinct management requirements and decisions.

15. B — Risk identification, risk analysis, risk evaluation, risk treatment is the standard ISO 31000 risk management process sequence. Identification surfaces risks, analysis quantifies them, evaluation prioritizes them, and treatment addresses them. The sequence supports systematic risk management.

16. A — Business impact analysis, strategy development, plan development, exercise is the standard business continuity management sequence. BIA identifies critical functions and recovery requirements, strategy addresses how to recover, plans operationalize strategy, and exercises validate capability. The sequence ensures continuity planning integrity.

17. D — Requirements definition, RFP issuance, evaluation, award is the standard procurement RFP process sequence. Requirements drive RFP content, RFP issuance solicits responses, evaluation supports selection, and award completes the process. The sequence maintains procurement governance integrity.

18. C — Pre-design, design, construction, occupancy and operations is the standard building commissioning process sequence. Each phase has commissioning activities that ensure systems perform as intended. The sequence addresses the full building lifecycle.

19. B — Analysis, design, implementation, evaluation is the standard workplace strategy development sequence. Analysis understands current state and requirements, design develops the strategy, implementation operationalizes it, and evaluation assesses outcomes. The sequence supports systematic workplace strategy.

20. A — Registration, design and construction, certification application, certification award is the standard LEED certification process sequence. Registration commits to certification pursuit, design and construction implement requirements, application submits documentation, and award validates achievement. The sequence reflects LEED methodology.

21. D — Function identification, failure mode identification, effects analysis, RPN calculation is the standard FMEA process sequence. Each step builds on the previous to support systematic failure analysis. The sequence supports comprehensive risk identification and prioritization.

22. B — Problem definition, data collection, cause identification, solution implementation is the standard root cause analysis sequence. The sequence ensures that solutions address actual root causes rather than symptoms. Each step provides foundation for the next.

23. A — Stakeholder identification, charter development, sponsor approval, kickoff is the standard project initiation sequence. Stakeholder identification informs charter development, sponsor approval authorizes the project, and kickoff begins execution. The sequence ensures proper project authorization.

24. C — Scope definition, work breakdown structure, schedule development, risk planning is the standard project planning sequence. Scope drives work breakdown, work breakdown supports schedule development, and risk planning addresses uncertainty. The sequence ensures comprehensive planning.

25. D — Work performance, team management, status reporting, deliverable acceptance is the standard project execution sequence. Work performance produces outputs, team management supports performance, status reporting communicates progress, and deliverable acceptance validates completion. The sequence reflects execution flow.

26. B — Performance measurement, variance analysis, change control, corrective action is the standard project monitoring sequence. Measurement reveals performance, analysis identifies variance, change control addresses scope changes, and corrective action addresses performance issues. The sequence supports systematic monitoring.

27. A — Final acceptance, lessons learned, contract closeout, archive documentation is the standard project closeout sequence. Final acceptance confirms deliverable completion, lessons learned captures institutional knowledge, contract closeout finalizes vendor relationships, and archive documentation preserves project records. The sequence reflects closeout flow.

28. C — Baseline assessment, target setting, implementation, monitoring is the standard sustainability assessment sequence. Baseline establishes current state, targets define improvement direction,

implementation pursues targets, and monitoring tracks progress. The sequence supports systematic sustainability management.

29. D — Energy audit, opportunity identification, implementation, verification is the standard energy management sequence. Audit identifies current performance, opportunity identification finds improvements, implementation pursues opportunities, and verification confirms results. The sequence supports systematic energy management.

30. B — Asset identification, task definition, schedule development, implementation is the standard preventive maintenance program development sequence. Asset identification defines scope, task definition specifies activities, schedule development sets timing, and implementation operationalizes the program. The sequence ensures comprehensive PM development.

31. A — Programming, space standards, planning, design is the standard space planning sequence. Each phase increases specificity from organizational requirements through detailed design. The sequence ensures detailed design decisions trace back to organizational strategy.

32. C — Requirements analysis, market analysis, negotiation, contract execution is the standard real estate transaction sequence. Requirements drive market analysis, market analysis informs negotiation, and negotiation precedes contract execution. The sequence supports systematic real estate decisions.

33. B — Space allocation, technology setup, orientation, operational training is the standard occupant onboarding sequence. Space allocation provides physical readiness, technology setup enables work, orientation introduces the workplace, and operational training builds capability. The sequence ensures comprehensive onboarding.

34. D — Problem identification, analysis, implementation, monitoring is the standard quality improvement sequence. Identification surfaces problems, analysis understands causes, implementation addresses problems, and monitoring tracks results. The sequence supports systematic quality improvement.

35. A — Contract creation, performance management, modification, closeout is the standard contract management lifecycle sequence. Each phase has distinct management requirements throughout the contract lifecycle. The sequence supports systematic contract management.

36. C — Vendor selection, contract management, performance monitoring, relationship management is the standard vendor management process sequence. Selection establishes the relationship, contract management formalizes it, performance monitoring tracks delivery, and relationship management sustains it. The sequence supports systematic vendor management.

37. B — Feedback collection, analysis, action implementation, reporting is the standard occupant feedback management sequence. Collection gathers input, analysis identifies patterns, action addresses concerns, and reporting communicates results. The sequence ensures feedback drives improvement.

38. D — Incident response, evidence collection, root cause analysis, lessons learned is the standard incident investigation sequence. Response addresses immediate impact, evidence collection preserves information, root cause analysis identifies causes, and lessons learned drives improvement. The sequence supports systematic investigation.

39. A — Notification, assessment, response, recovery is the standard emergency response sequence. Notification triggers awareness, assessment determines scope, response addresses the emergency, and recovery restores operations. The sequence reflects emergency response flow.

40. C — Installation verification, functional performance testing, training, documentation is the standard facility commissioning verification sequence. Installation verification confirms proper installation, functional testing validates performance, training transfers operational knowledge, and documentation supports ongoing operations. The sequence ensures comprehensive verification.

41. C — Data collection, verification, report development, publication is the standard sustainability reporting sequence. Data collection gathers information, verification ensures accuracy, report development synthesizes findings, and publication communicates results. The sequence supports credible sustainability reporting.

42. A — Vision development, current state assessment, future state design, implementation is the standard workplace transformation sequence. Vision provides direction, current state establishes baseline, future state design defines target, and implementation pursues the target. The sequence supports systematic transformation.

43. D — Requirements definition, design, construction, occupancy is the standard tenant improvement project sequence. Requirements drive design, design supports construction, and construction enables occupancy. The sequence reflects standard project flow.

44. B — Requirements analysis, criteria definition, criteria weighting, evaluation is the standard procurement evaluation criteria development sequence. Requirements drive criteria, criteria require weighting, and weighted criteria support evaluation. The sequence supports systematic evaluation.

45. A — Creation, storage, sharing, application is the standard knowledge management sequence. Knowledge is created, stored for access, shared among users, and applied to support outcomes. The sequence supports systematic knowledge management.

46. D — Goal setting, ongoing feedback, performance review, development planning is the standard performance management cycle sequence. Goal setting establishes expectations, ongoing feedback supports performance, review assesses results, and development planning addresses growth. The sequence supports comprehensive performance management.

47. C — Role identification, talent identification, development planning, succession review is the standard succession planning sequence. Role identification defines critical positions, talent

identification surfaces candidates, development planning prepares them, and succession review evaluates readiness. The sequence supports systematic succession planning.

48. B — Awareness building, understanding development, implementation, reinforcement is the standard change management communication sequence. Awareness creates initial recognition, understanding develops comprehension, implementation operationalizes change, and reinforcement sustains it. The sequence supports change adoption communication.

49. A — Scope definition, work breakdown, cost estimation, contingency analysis is the standard cost estimation sequence. Scope defines what to estimate, work breakdown structures the estimation, cost estimation produces values, and contingency analysis addresses uncertainty. The sequence supports systematic estimation.

50. D — Activity definition, sequencing, duration estimation, schedule development is the standard schedule development sequence. Activities define work, sequencing establishes dependencies, duration estimation provides time values, and schedule development integrates these into the project schedule. The sequence supports comprehensive scheduling.

51. B — Stakeholder identification, analysis, engagement planning, monitoring is the standard stakeholder management sequence. Identification surfaces stakeholders, analysis understands them, engagement planning defines approach, and monitoring assesses engagement effectiveness. The sequence supports systematic stakeholder management.

52. C — Quality standards, quality planning, quality assurance, quality control is the standard quality planning sequence. Standards define expectations, planning addresses how to achieve them, assurance prevents defects through process, and control verifies output conformance. The sequence supports comprehensive quality management.

53. A — Work order creation, prioritization, assignment, completion, closeout is the standard work order management sequence. Each step has distinct management requirements throughout the work order lifecycle. The sequence supports systematic work order management.

54. D — Scheduling, execution, verification, documentation is the standard preventive maintenance task execution sequence. Scheduling triggers the task, execution performs the work, verification confirms quality, and documentation records completion. The sequence ensures comprehensive PM execution.

55. B — Walk-through assessment, detailed analysis, reporting, implementation is the standard energy audit sequence. Walk-through assessment identifies obvious opportunities, detailed analysis quantifies findings, reporting communicates results, and implementation pursues opportunities. The sequence supports comprehensive energy auditing.

56. C — Planning, implementation, monitoring, verification is the standard sustainability initiative implementation sequence. Planning addresses how to implement, implementation pursues the

initiative, monitoring tracks progress, and verification confirms results. The sequence supports systematic sustainability implementation.

57. A — Strategy formulation, requirements analysis, market analysis, implementation describes one valid sequence; however, strategy formulation requires foundational understanding of requirements and market context. The standard real estate strategy development sequence integrates these inputs into strategy formulation followed by implementation. The sequence supports systematic real estate strategy.

58. D — Data collection, action planning, analysis, reporting represents an unconventional sequence; the standard space utilization assessment sequence is data collection, analysis, reporting, action planning. The sequence ensures that data drives analysis, analysis supports reporting, and reporting informs action. The standard sequence supports systematic utilization management.

59. B — Hazard identification, risk assessment, control selection, implementation is the standard occupant safety program development sequence. Hazard identification surfaces risks, risk assessment quantifies them, control selection addresses them, and implementation operationalizes controls. The sequence supports systematic safety management.

60. C — Hazard analysis, plan development, training, implementation is the standard emergency action plan development sequence. Hazard analysis identifies threats, plan development addresses them, training builds capability, and implementation operationalizes the plan. The sequence supports systematic emergency planning.

61. B — Function identification, dependencies, impact assessment, recovery requirements is the standard business impact analysis sequence. Function identification defines scope, dependencies establish context, impact assessment quantifies consequences, and recovery requirements address restoration. The sequence supports comprehensive BIA.

62. D — Identification, containment, eradication, recovery, lessons learned is the standard cybersecurity incident response sequence. Identification recognizes the incident, containment limits spread, eradication removes the cause, recovery restores systems, and lessons learned drives improvement. The sequence is established in cybersecurity practice.

63. C — Gap analysis, documentation, implementation, internal audit is the standard ISO management system implementation sequence. Gap analysis identifies what is needed, documentation establishes the framework, implementation operationalizes it, and internal audit verifies compliance. The sequence supports systematic ISO implementation.

64. A — Preparation, event execution, follow-up, sustainment is the standard kaizen event sequence. Preparation establishes scope and team, event execution conducts the improvement, follow-up addresses action items, and sustainment institutionalizes changes. The sequence supports systematic kaizen.

65. B — Strategy development, perspective definition, measure selection, initiative identification is the standard balanced scorecard development sequence. Strategy provides foundation, perspectives organize measurement, measures support assessment, and initiatives operationalize strategy. The sequence supports systematic scorecard development.

66. A — Strategy alignment, indicator selection, target setting, reporting is the standard performance measurement system development sequence. Strategy alignment ensures measures support direction, indicator selection identifies what to measure, target setting establishes expectations, and reporting communicates results. The sequence supports comprehensive measurement.

67. D — Requirements analysis, system configuration, data migration, user training is the standard CMMS implementation sequence. Requirements drive configuration, configuration prepares the system, data migration enables operation, and training prepares users. The sequence supports systematic CMMS implementation.

68. C — Requirements analysis, vendor selection, configuration, deployment is the standard IWMS implementation sequence. Requirements drive vendor selection, vendor selection enables configuration, and configuration precedes deployment. The sequence supports systematic IWMS implementation.

69. A — Vision development, current state assessment, future state design, implementation is the standard digital transformation sequence. Vision provides direction, current state establishes baseline, future state defines target, and implementation pursues the target. The sequence supports systematic transformation.

70. B — Framework development, policy establishment, training, data quality monitoring is the standard data governance implementation sequence. Framework establishes structure, policy provides direction, training builds capability, and monitoring assesses effectiveness. The sequence supports systematic data governance.

71. D — Framework adoption, current state assessment, gap analysis, control implementation is the standard cybersecurity framework implementation sequence. Framework adoption commits to direction, current state assessment establishes baseline, gap analysis identifies needs, and control implementation addresses them. The sequence supports systematic implementation.

72. A — Requirements definition, vendor evaluation, pilot testing, implementation is the standard facility technology evaluation sequence. Requirements drive vendor evaluation, vendor evaluation supports pilot testing, and pilot testing precedes full implementation. The sequence supports systematic technology adoption.

73. C — Programming, planning, design development, occupancy is the standard space planning approach sequence. Programming addresses requirements, planning develops space concept, design development creates detailed design, and occupancy enables use. The sequence reflects space planning flow.

74. B — Planning, communication, move execution, post-move support is the standard occupant relocation sequence. Planning addresses logistics, communication informs occupants, move execution implements the relocation, and post-move support addresses transition issues. The sequence supports systematic relocation.

75. D — Requirements analysis, cost estimation, presentation, approval is the standard facility budget development sequence. Requirements drive estimation, estimation supports presentation, and presentation enables approval. The sequence supports systematic budget development.

76. A — Business case, conceptual design, capital request, approval is the standard capital project authorization sequence. Business case justifies investment, conceptual design defines scope, capital request seeks funding, and approval authorizes the project. The sequence supports systematic capital authorization.

77. C — Prequalification, work execution, performance evaluation, contract closeout is the standard contractor management sequence. Prequalification establishes capability, work execution delivers value, performance evaluation assesses outcomes, and contract closeout finalizes the relationship. The sequence supports systematic contractor management.

78. B — Requirement identification, control implementation, compliance verification, monitoring is the standard regulatory compliance sequence. Requirements drive controls, controls address requirements, verification confirms compliance, and monitoring sustains it. The sequence supports systematic compliance management.

79. A — Site assessment, gap analysis, remediation planning, implementation is the standard accessibility compliance assessment sequence. Site assessment establishes baseline, gap analysis identifies issues, remediation planning addresses them, and implementation pursues remediation. The sequence supports systematic accessibility compliance.

80. D — Environmental aspect identification, objective setting, implementation, monitoring is the standard environmental management system development sequence. Aspect identification surfaces environmental impacts, objective setting addresses them, implementation pursues objectives, and monitoring tracks progress. The sequence supports systematic EMS development.

81. A — Baseline measurement, target setting, action planning, performance tracking is the standard sustainability target setting sequence. Baseline establishes starting point, targets define direction, action planning addresses pursuit, and tracking assesses progress. The sequence supports systematic target management.

82. C — Requirements definition, procurement strategy, contract execution, implementation is the standard renewable energy procurement sequence. Requirements drive strategy, strategy supports execution, and execution precedes implementation. The sequence supports systematic renewable energy procurement.

83. D — Waste audit, target setting, implementation, monitoring is the standard waste management program development sequence. Waste audit establishes baseline, target setting addresses direction, implementation pursues targets, and monitoring tracks progress. The sequence supports systematic waste management.

84. B — Water audit, opportunity identification, implementation, verification is the standard water conservation program implementation sequence. Audit establishes baseline, opportunity identification surfaces improvements, implementation pursues opportunities, and verification confirms results. The sequence supports systematic water conservation.

85. C — Walkthrough survey, testing, reporting, action planning is the standard indoor air quality assessment sequence. Walkthrough identifies obvious issues, testing quantifies conditions, reporting communicates findings, and action planning addresses issues. The sequence supports systematic IAQ assessment.

86. A — Survey design, data collection, analysis, action planning is the standard thermal comfort assessment sequence. Survey design ensures measurement validity, data collection gathers information, analysis identifies patterns, and action planning addresses issues. The sequence supports systematic comfort assessment.

87. D — Survey design, distribution, action implementation, analysis describes an unconventional ordering; the standard occupant survey sequence is design, distribution, analysis, action implementation. Design ensures validity, distribution gathers responses, analysis identifies patterns, and action implementation addresses findings. The standard sequence supports systematic feedback management.

88. B — Persona development, journey mapping, design, implementation is the standard workplace experience design sequence. Personas define user types, journey mapping identifies touchpoints, design addresses experience, and implementation operationalizes design. The sequence supports systematic experience design.

89. C — Needs assessment, strategy development, implementation, monitoring is the standard amenity strategy development sequence. Needs assessment establishes requirements, strategy addresses how to meet them, implementation pursues strategy, and monitoring tracks results. The sequence supports systematic amenity management.

90. A — Service design, needs assessment, implementation, evaluation describes an out-of-order sequence; the standard hospitality services program development sequence is needs assessment, service design, implementation, evaluation. Needs drive design, design supports implementation, and implementation enables evaluation. The standard sequence supports systematic hospitality program development.

91. D — Request submission, planning, service execution, post-event evaluation is the standard meeting and events services sequence. Request initiates the service, planning addresses

requirements, execution delivers the service, and evaluation assesses outcomes. The sequence supports systematic event services.

92. B — Occupant needs assessment, service design, vendor selection, implementation is the standard food services program development sequence. Needs drive design, design supports vendor selection, and vendor selection enables implementation. The sequence supports systematic food services development.

93. A — Receipt processing, sorting, distribution, tracking and reporting is the standard mail and shipping services sequence. Receipt initiates the service, sorting organizes items, distribution delivers them, and tracking ensures accountability. The sequence reflects mail service flow.

94. C — Role definition, training, implementation, performance monitoring is the standard reception services program development sequence. Role definition addresses requirements, training builds capability, implementation operationalizes services, and monitoring tracks performance. The sequence supports systematic reception services.

95. B — Service definition, vendor relationships, implementation, performance monitoring is the standard concierge services program development sequence. Service definition addresses scope, vendor relationships enable delivery, implementation operationalizes services, and monitoring tracks performance. The sequence supports systematic concierge services.

96. D — Demand assessment, capacity planning, implementation, monitoring is the standard parking and transportation services sequence. Demand drives capacity planning, capacity planning supports implementation, and monitoring tracks effectiveness. The sequence supports systematic transportation services.

97. A — Definition development, classification standards, application, validation is the standard space classification system development sequence. Definitions establish concepts, standards formalize them, application implements them, and validation confirms accuracy. The sequence supports systematic classification development.

98. C — Baseline inventory, maintenance updates, change tracking, reporting is the standard space inventory management sequence. Baseline establishes starting point, maintenance updates keep current, change tracking captures modifications, and reporting communicates status. The sequence supports systematic inventory management.

99. B — Current state analysis, future demand projection, scenario planning, implementation is the standard occupancy planning sequence. Current state establishes baseline, future demand projects requirements, scenarios address uncertainty, and implementation pursues planning outcomes. The sequence supports systematic occupancy planning.

100. D — Portfolio assessment, strategy formulation, implementation, monitoring is the standard portfolio strategy development sequence. Assessment establishes current state, strategy addresses

direction, implementation pursues strategy, and monitoring tracks results. The sequence supports systematic portfolio strategy.