

CCM Application Handbook



Successful projects
start here.

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Welcome prospective candidates for the Certified Construction Manager® (CCM®) Certification!

The Construction Manager Certification Institute (CMCI) has offered its Construction Management (CM) certification program for more than 20 years and continually certifies more qualified CMs than anyone else in the construction industry. Individuals, companies, and owners recognize the CCM certification as a sign of professionalism.

Certification programs assess individuals through peer-developed standards and competencies and provide a credential that is time-limited. Certification exam assessments must be independent of any specific course or curriculum. Continued competency is required and enhanced through ongoing renewal requirements along with adherence to the certification's conditions and conduct agreement.

CMCI's Board of Governors is responsible for oversight of the development and administration of the CCM program, and to ensure the credential meets high standards of ethical and professional practice for the construction industry, assuring the proficiency and competence of CM professionals.

The CCM is accredited through ANSI-ISO 17024, which provides many benefits for the CCM certification process:

- ✓ Defensible and reliable examinations
- ✓ Increased value for the CCM credential
- ✓ Broader global recognition of the CCM
- ✓ Greater security and confidentiality for all CCM candidates
- ✓ Wider professional acceptance and marketability of the CCM
- ✓ Peer development and review with professional test development guidance

This handbook describes the Certified Construction Manager process, including:

- ✓ Steps to becoming a CCM and the CCM application
- ✓ Guidance on applying for the CCM and fees
- ✓ Definitions and information about policies governing the exam
- ✓ Guidelines for taking the exam
- ✓ An overview of exam content outline and references
- ✓ Recertification: maintaining the CCM credential



This handbook describes the procedures for all parts of the certification process. Many study resources are provided online at cmaanet.org to help familiarize candidates with the contents appearing on the comprehensive, multiple-choice exam.

INTRODUCTION

The Construction Manager Certification Institute®, Inc. (CMCI) is a not-for-profit corporation and a wholly-owned subsidiary of the Construction Management Association of America, Inc. (CMAA). CMCI's purpose is to serve the public and the profession of Construction Management through the establishment and maintenance of criteria and procedures for certification of Construction Managers. The operating standards, policies, protocols, and guidelines are listed here, in the Institute's Policies and Procedures Manual, and in ancillary documents.

The mission of CMCI is to recognize through certification individual knowledge and experience that meet established practices of Construction Management. CMCI's vision is to be the recognized authority in certifying managers of the construction process.

The Certified Construction Manager (CCM) certification program is accredited through the International Organization for Standardization (ISO) 17024 for standard certification of personnel as administered in the United States by American National Standards Institute (ANSI). This accreditation verifies compliance with requirements outlined in the internationally accepted standards for assessing personnel certification programs (ANSI/ISO 17024).

The Construction Manager Certification Program is one of the first personnel certification programs in the construction industry accredited by ANSI and is also one of the first ten programs to obtain the accreditation in the United States. ANSI is affiliated with the International Organization for Standardization (ISO), a non-governmental worldwide federation of national standards bodies operating in more than 160 countries.

ANSI accreditation of the CCM program gives assurance of its legitimacy to state and federal organizations, owners, and the general public.



CMCI is governed by a Board of Governors composed of professional Construction Managers who have volunteered to guide and administer all aspects of the CCM certification program.

DISCLAIMER

Construction Managers certified by the Construction Manager Certification Institute (CMCI) have met the standards for the CCM designation. Prior to granting the CCM designation, the CMCI reviews references furnished by the applicants. Applicants must pass a comprehensive examination.

Computer-based exams are provided at testing centers worldwide. The exam development and delivery are continually under review and improvement, utilizing subject matter experts under the guidance of professional exam development experts. This process enhances the level of credibility and defensibility of the CCM credentialing program. The agreement to abide by the CCM Conditions and Conduct agreement is now part of the initial application and the Ethics, Grievance, Appeal, and Discipline (EGAD) committee investigates violations, issues sanctions as warranted, and publishes sanctions on the CMAA website. All eligibility decisions, application, score reports, special accommodation requests, and general inquiries regarding CMCI certification will be handled through the CMCI.

Successful achievement of a passing score on the CCM exam is required for an individual to earn the certification. Each candidate must demonstrate competence in the CMAA Standards of Practice and the CII Best Practices commensurate with the experience requirements established by the CMCI Board of Governors. In addition, all candidates and CCM certification holders are required to abide by the CCM Conditions and Conduct agreement.

CCMs are not employees of CMCI or the Construction Management Association of America (CMAA). CMCI and CMAA do not represent or warrant the quantity or quality of services provided to the users of the CCM's services, as responsibility for delivery of such services rests solely with the individual certification holder.



STATEMENT OF IMPARTIALITY

The CMCI Board of Governors (BoG) and certification staff understand the importance of impartiality and conflicts in the management of certification activities. When undertaking dealings with members and non-members, all involved in the certification process will maintain a high level of ethical conduct and avoid conflicts of interest in connection with the performance of their duties. There shall be an avoidance of any actions and or commitments that might create the appearance of:

- Using positions for personal gain
- Giving preferential treatment
- Impeding efficiency
- Losing independence or impartiality
- Affecting adversely the confidence of CMCI constituents in the integrity of certification operations.

The BoG and certification staff will ensure that in its dealings with constituents that they are and will remain impartial.

CONSTRUCTION / PROGRAM MANAGEMENT DEFINED

CMAA defines Construction Management as a professional service that applies effective management techniques to the planning, design, and construction of a project from inception to completion for the purpose of controlling time, cost, and quality.

Program Management is the practice of professional Construction Management applied to a capital improvement program of one or more projects from the program's inception to completion. Comprehensive Construction Management services are used to integrate the different facets of the construction process - planning, design, procurement, construction, and activation - for the purpose of providing standardized technical and management expertise on each project.

A professional Construction Manager (CM) manages the entire project and program with pre-planning, design, construction, close out, and management expertise that can assure the best possible project outcome no matter what type of project delivery method is used.

STEPS TO CERTIFICATION

Applying for the Certification

There are four steps in the certification process:

1. Eligibility
2. Application
3. Candidacy
4. Examination

Applicants for the CCM must meet eligibility requirements prior to submitting their application.

Applicants may apply to become CCM certified by using the application online at cmaanet.org, or by mailing, emailing, or faxing the application to CMCI. Applicants must provide phone and email contact information to facilitate email in confirming receipt of application and any necessary phone contact during or following the application or examination process. Applications will not be processed unless all required information is complete on the application, references are received, and the application fee is paid in full.

Applicants will be required to provide references from at least two clients, supervisors, or current CCMs. These references must be able to confirm the applicant's experience. Applicants must also submit a professional resume along with educational documentation, such as a copy of a degree or an official transcript. If experience is being used in lieu of the educational requirements, additional documentation will be required.

All applications are subject to audit by the CMCI Board of Governors.

Those applicants who meet the criteria will be "advanced to candidacy" and are thereby approved to take the CCM exam. CMCI will send the approved candidates instructions by email on how they may schedule their exam with [PSI](#).

CMCI expects the application process, advancement to candidacy, and successful completion of the examination to be completed in a timely manner. Applicants advanced to candidacy have up to one year to take and pass the exam. The one-year period begins on the notification date of application approval. Extensions beyond the one-year time period may be granted for reasons beyond the control of the candidate that adversely impact the candidate's ability to take the exam such as medical issues, military service, etc. The candidate must make a written request for an extension and attach the appropriate supporting documentation verifying the reason for the extension for CMCI's review and approval.

Certification Eligibility Requirements

Eligibility is determined based on the information supplied by the applicant in the application form, including the qualifications matrix, responsible-in-charge (RIC) experience, education or general construction/design experience, and client/supervisor/CCM references. The application is focused on ensuring that the criteria specified for RIC CM experience are verified by the reference given by the applicant. This criterion must be met for applicants to be advanced to candidacy.

NOTE

CMAA believes that all participants in projects and programs are responsible for always fulfilling their obligations in an ethical and professional manner, regardless of delivery system or contract method. CMCI permits professionals working for construction contractors to sit for the CCM exam if their personal experience meets the eligibility requirements and their owner references attest to their RIC experience and of course, their ethical conduct.

STEPS TO CERTIFICATION CONTINUED

The first step in the application process is to complete the eligibility form of the application. The applicant must acknowledge that he or she has the requisite 48 non-overlapping months of experience being RIC.

The CMCI Board of Governors has defined being RIC as follows: The candidate's experience must be recognized during project execution as a key part of a project delivery team. The candidate must have had sufficient accountability to assure direct responsibility for the supervision of the Construction Management staff, for project decision making, the delivery of Construction Management services, and communication with and coordination of the other project participants, specifically owners, design professionals, consultants, suppliers, vendors, and contractors.

The 48 non-overlapping months of RIC experience in the domains of knowledge and skills, verified through references, are necessary for the applicant to move forward to completing the application.

TIP ON DETERMINING RIC

Did the decisions the candidate was empowered to make directly impact the successful completion of the project and was the candidate directly responsible for and in charge of Construction Management services and for protecting the interests of the project and the owner?

Educational Requirements

The Board of Governors does not require formal education; however, a degree may be used in place of professional experience to accompany your RIC experience. If you choose to use your undergraduate or graduate degree in place of professional experience, the following are considered Qualifying CM degrees that are acceptable: construction management, construction science/technology, civil engineering, industrial engineering, mechanical engineering, electrical engineering, chemical engineering, architectural engineering, and architecture.

CMCI accepts degrees from post-secondary institutions with accredited degree programs from [ACCE \(American Council for Construction Education\)](#), [ABET \(Accreditation Board for Engineering and Technology\)](#), and [NAAB \(National Architecture Accrediting Board\)](#).

If you hold and wish to apply credit for a degree from a foreign country, it must be authenticated by an approved Foreign degree equivalency evaluation company. The CMCI [policy on evaluating international academic credentials](#) is located on the CMAA website.

Application Review and Acceptance Process

Once CMCI receives the application and processing fee, staff will review the entire packet for completeness and adequacy. If there is any missing material or information in the application, a detailed status report will be e-mailed to the applicant. Once all the required supporting information has been properly submitted to CMCI, the Institute will send out the verification forms to be filled out by the applicant's client references. After the CMCI office has received all the client verification forms from the references, they are reviewed by staff to ensure the information matches the application.

STEPS TO CERTIFICATION CONTINUED

After the application is received with the required and supporting documentation that meets all eligibility requirements and the payment has been approved, an “advancement to candidacy” email will be sent to the applicant, providing a unique CMCI ID number and testing instructions.

Application Procedures

CCM applications may be filled out online, printed and mailed, scanned and emailed, or faxed along with required documentation and payment as noted on the application. All signatures must be submitted by the applicant and statements in the application agreed to, as provided in the CCM application. Along with meeting the eligibility requirements, CCM candidates are required to agree to the Conditions and Conduct agreements as noted in the CCM Application.

Applications may be rejected for a number of reasons including: incomplete application; unsatisfactory references or lack of reference response(s); eligibility criteria not satisfied; or application fee payments outstanding. A letter of explanation will be emailed to the applicant if his/her application is rejected. Instructions for initiating an appeal or a request for clarification by the applicant will be included with the report specifying reasons for non-advancement. Please be sure to include all required documentation with your application to avoid denial and/or delay.

CMCI ID Numbers

Each applicant will receive a unique CMCI ID number once the application has been received. This ID number stays with the applicant throughout the examination process and as a Certified Construction Manager. Applicants should keep this ID number in a safe place.

Request for Examination

CMCI will send applicants approved for testing an email with information on how to register and schedule their exam. Once approved for the exam, CCM candidates may choose from two options to sit for the exam. Candidates will have the option to take the exam in person at a PSI testing center or use PSI’s Live Remote Proctoring (LRP). CMCI offers the CCM exam anytime a [test center or remote proctor](#) has availability.

For in person and LRP exams, candidates may cancel or reschedule the exam appointment if more than 48 hours before the exam with no fee by contacting PSI during business hours. If the candidate needs to cancel the exam appointment within 48 hours, there will be a \$125 cancellation fee payable to CMCI.

Professional Testing Centers and Locations

CMCI exams are administered through a professional testing company, which provides testing centers and Live Remote Proctoring (LRP) services in the United States and internationally. All CCM exams are computer-based tests (CBTs). The testing centers and LRP software incorporate state-of-the-art security and professionally designed testing environments.

NOTE

The physical addresses of all PSI testing centers are available [on the website](#).

Applicants taking the exam at a testing center are strongly encouraged to ensure they know the exact location of the exam site, and to travel to the site prior to the exam date to prevent getting lost and arriving late. In addition, allow

STEPS TO CERTIFICATION CONTINUED

sufficient travel time to allow for unforeseen circumstances. Plan to arrive at least 30 minutes before your appointment. No-shows or late arrivals (which are considered no-shows) will NOT be admitted and will result in an additional fee and a requirement to reschedule as described under No- Shows or Late-for-Appointment.

Live Remote Proctoring

[Live Remote Proctoring \(LRP\)](#) is a secure testing option in which the candidate takes the CCM exam using their own computer from their home or office. A trained professional proctor administers the exam to the candidate remotely and monitors the candidate throughout the test. A short video that explains LRP is [available here](#).

Candidates who choose to take the exam with a live remote proctor instead of going to a PSI testing center are required to have a private, quiet, well-lit room with no other people, pets, electronics, or reference materials. The candidate must also have a computer with a web camera that can be moved to display the entire room, a microphone, and internet connection that meet the [minimum technical specifications](#).

Candidates who use an LRP will need to install and run the testing vendor's proprietary examination software on their computer. Candidates are required to check that their equipment and broadband connection meet the minimum requirements. Tablets and cell phones are not supported at this time.

Before the exam, candidates should review the [LRP Rules and Requirements](#) and check the compatibility of their equipment on the [PSI website](#) here. No-shows or late arrivals (which are considered no-shows) will NOT be admitted and will result in an additional fee and a requirement to reschedule as described under No- Shows or Late-for-Appointment.

Exam Appointment Scheduling and Rescheduling Process

A candidate's approval information is sent from CMCI to the testing provider at the time the eligibility approval ("advancement to candidacy") email is sent to the candidate. The candidate will then schedule their appointment with PSI to take the examination. Candidates who are approved for testing have a one year window from the date they were notified by CMCI that their application was approved to take the exam up to three times.

To change the original exam appointment, or to postpone or reschedule the testing appointment date or time, the candidate should contact PSI. Candidates must reschedule or postpone exam appointments at least 48 hours prior to the testing appointment to avoid additional fees.

Examination Scheduling

After candidates have been approved for the exam, they will receive notification of their eligibility by email. Candidates may schedule the exam by one of the following methods:

1. Online: Schedule a testing appointment online at any time by using PSI's Online Application/Scheduling service at <https://schedule.psiexams.com/>. To use this service, follow these steps:

- Go to <https://schedule.psiexams.com/> and select "Candidates."
- Follow the simple step-by-step instructions to choose your examination program and register for the examination.

2. By phone: Call PSI toll-free at (833)-333-4755 to schedule an examination appointment from 7:00 a.m. to 9:00 p.m. (Central Time) Monday through Thursday, 7:00 a.m. to 7:00 p.m. on Fridays, and 8:30 a.m. to 5:00 p.m. on Saturdays.

STEPS TO CERTIFICATION CONTINUED

When you contact PSI to schedule an appointment, please be prepared to confirm a date and location for testing (a specific in-person test center or live remote proctor) and to provide your name and candidate identification number (from PSI's email scheduling notice). All individuals are scheduled on a first-come, first-served basis.

No-Shows or Late-for-Appointment Policies

Candidates who are late or do not arrive for the testing appointment, or who do not cancel or reschedule their testing appointment as described in the Request for Examination section, will be required to re-apply and re-schedule the testing appointment through CMCI. Candidates must complete and submit a reinstatement application along with the reinstatement fee payments to CMCI, which includes the testing seat fee.

NOTE

The documentation required to retake the exam is a new Exam Registration Form along with a \$125 retesting fee. Requests for retests without proper retest documentation will not be processed until all required documentation has been received by CMCI.

Certain extenuating circumstances may be appealed to the Director of Credentialing at CMCI to avoid fees or re-applying. Examples include disaster resulting in an officially declared "local state of emergency," death of an immediate family member within 14 calendar days prior to the exam date (copy of death certificate or obituary must be provided for consideration of the cancellation and rescheduling fee to be waived), or sudden illness or injury. A doctor's verification may be required.

Retesting

Candidates who do not pass the CCM exam on the first attempt may retake the exam two additional times, either in person or using a live remote proctor, with a minimum waiting period of 45 days between each exam. This period allows the applicant time to adequately prepare for the retest and prevents over-exposure to the exam. Candidates must complete all attempts at the exam within one year from being approved to take the exam. After three unsuccessful attempts at the exam, the individual must wait a period of one year from the last exam attempt and restart the application process. Candidates must meet all eligibility requirements in effect at the time of any subsequent application.

Application Expiration/Candidacy Duration

Applicants advanced to candidacy are placed in active status and have up to one year to take and pass the exam. The one year time period begins on the formal notification date of advancement to candidacy. Extensions of active status beyond the one year time period may be granted for reasons beyond the control of the candidate that adversely impact the candidate's ability to take the exam, such as a medical condition, deployment for military service, etc. The candidate must make a written request for an extension and attach appropriate supporting documentation verifying the reason for the extension for CMCI's review and approval.

Expired Application Processing (Re-application)

Candidates who do not take and pass the exam within the required one year time period or did not receive an extension from CMCI will be placed into a "suspended" status. A candidate

STEPS TO CERTIFICATION CONTINUED

may remain in suspended status for up to four years following the commencement of suspended status.

To change from suspended status to active status, the qualification criteria for candidacy must have remained unchanged from the time of submission of the original application. In addition, candidates must:

- ✓ Pay the reactivation fee at the time of the request for re-activation.
- ✓ Verify that the suspended application meets all current RIC requirements without modification.
- ✓ Obtain CMCI approval.

Any candidate in “suspended” status who does not re-activate and pass the exam within four years of the formal notification date of advancement to candidacy will be required to submit a new application and all required fees.

Auditing of Applications

The Board of Governors has the right to audit all applications including all references supplied with the application, to verify the applicant’s eligibility to take the exam. If a candidate does not supply at least two references, he or she will be declared ineligible.

Board of Governors Statement of Non-Discrimination

The CCM certification program does not discriminate among applicants on the basis of age, gender, race, religion, national origin, disability, marital status, or sexual orientation.

Confidentiality

The Board of Governors and CMCI staff adhere to required best practices using strict guidelines for confidentiality of candidates, references, certificants, score results, and all certification related materials not otherwise deemed public information. All personal data including applications, payments, scores, and contact information maintained by CMCI or CMCI testing partners are stored in confidential electronic and hard copy files with access limited to authorized and designated staff. Studies and reports concerning candidates will contain no information identifiable with any candidate, unless authorized by the candidate. All board, committee, panel task force chairs, and members are required to sign a confidentiality agreement. CMCI staff and testing-service staff assigned to the CMCI account are also required to sign a confidentiality agreement. Release of any information requires written permission directly from the candidate or applicant unless otherwise required by law. If required by law to release confidential information, CMCI will notify the individual of the information that has been released.

Special Accommodations for Exams

There are two forms required: Request for CMCI CCM Exam Special Accommodations, and CMCI CCM Exam, Healthcare Documentation of Disability Related Needs. Applicants requiring special accommodations must complete both forms and submit them with their application information to the CMCI Certification Office no later than 45 days prior to the desired exam date. Requests for special testing accommodations require documentation of a formally diagnosed and qualified disability by a qualified medical professional who has provided evaluation or treatment for the candidate. Once an accommodation has been reviewed by CMCI, you will be contacted with the information regarding the status.

The Board of Governors complies with the Americans with Disabilities Act (ADA) and is interested in ensuring that no individual is deprived of the opportunity to take the exam solely by reason of a disability as defined under the ADA.

CCM CERTIFICATION FEES

	CMAA MEMBER	CMAA NON-MEMBER
APPLICATION	\$325.00	\$425.00
EXAMINATION	\$275.00	\$275.00
RETEST, REINSTATEMENT (No-show/late for appt.)	\$125.00	\$125.00
RECERTIFICATION (every 3 years)	\$200.00	\$200.00
DUPLICATE/REPLACEMENT CERTIFICATES	\$15.00	\$15.00

Application, Examination, Retesting, Reinstatement, No-Show, Recertification (Renewal), Replacement/ Duplicate Certificates

The certification exam fee must be paid by providing credit card information on the application or online form or attaching a check at the time the application is submitted.

NOTE

Applying to the CCM program does not confer simultaneous membership in CMAA. The CCM program is operated by CMCI, independent of CMAA. For a list of CMAA membership benefits and for information on how to become a CMAA member, applicants should visit the [CMAA website](#). CMAA membership is not required to apply for the CCM.

Examination Withdrawal or Refunding

In accordance with policy, the payment for the application and examination is non-refundable as noted in part 7 of the application.

Duplicate or Replacement Certificates

Duplicate or replacement certificates can be ordered through the CMCI Office for a fee. Duplicates/replacements may only be ordered by the CCM holder. Any change of address must be requested in writing from the CCM holder (email is satisfactory).

If the CCM has not received his/her certificate, the CCM must notify the CMCI office within 120 days of earning/renewing the CCM certification(s). If the CMCI office is not notified within 120 days, the duplicate certificate fee will be required.

CERTIFICATION USAGE AND RELEASE POLICIES

Opt-Out Policy

Limited information is provided publicly in the searchable directory of certified CM individuals located on the [CMCI online directory](#). Anyone certified as a CCM who does not wish to have his or her information included in the online directory should contact the CMCI Office by letter or email at certification@cmaanet.org. Unless an opt-out is requested, the CMCI Office is required to respond to requests to verify certification of an individual to include name, current certification level(s), good standing or any current sanctions that may be in place, and expiration date. The CCM directory contents are the property of CMCI.

CMCI will not sell or rent contact lists of certificants. As part of the application and ongoing credential renewal process, the Board of Governors' policies provide permission for certification staff, agents, and contractors to contact certified CCM individuals by U.S. mail, electronic mail, and facsimile or via other media on matters limited to those that the Board of Governors believes may be of significant interest to a CCM. To be removed from the CCM mailing list, contact the CMCI office by letter or email at certification@cmaanet.org.

Trademarks and Copyrights

The letter sequence, CCM, has been registered with the United States Patent and Trademark Office since December 25, 2007 as well as the term "Certified Construction Manager" since January 14, 2016. This registration indicates that the CCM designation "as used by authorized persons, certifies that professional Construction Management services are being rendered by persons who have demonstrated professional knowledge and competency in the field of program and Construction Management in accordance with the requirements and standards established by the certifier." These trademarks are protected under U.S. and international law and any unauthorized uses are prohibited. Violators are

subject to prosecution under applicable laws. In order to use the trademarks, individuals or organizations must have prior, specific approval in writing from the certification office. If in good standing and having been awarded the CCM certificate/designation by CMCI, the certificant may represent himself/herself as a CCM.

Address, Name, or Contact Information Changes

Candidates and subsequent CCM certified individuals who have a change in their mailing address or contact information must notify the CMCI office in writing (email, fax, or mail) to ensure that all records, score reports, and certificates are sent to the correct address and received in a timely manner.

CMCI issues certificates to successful candidates in their legal name, per their applications. Candidates who legally change their name must notify the CMCI office in writing. Name change requests should be mailed or emailed to the CMCI office. Please note that a notarized copy of official or certified documentation supporting the request (e.g., a notarized copy of a marriage certificate) must be included with the request. Requests received without official documentation will not be processed.



Verification of Credentials

The Board of Governors provides a searchable online CCM directory located on the CMAA website under Certified Construction Managers directory or [CCM directory](#). In addition, individuals or organizations may request written verification of an individual's directory status from the CMCI office. Requests for verification may be made to the CMCI office in writing, by fax, by telephone, or by email. It is the responsibility of CMCI to verify certification information regarding those certified through the CCM certification program. Information provided in response to individual requests is limited to the following: first and last name, city, state, country, and expiration date.

CERTIFICATION USAGE AND RELEASE POLICIES CONTINUED

Administrative Complaints

Any individual applying for certification or recertification may file a complaint of an administrative nature. Administrative complaints include dissatisfaction with services including, but not limited to: not adhering to published deadlines; not providing information regarding fees, refunds, exam registration information, requirements for certification and recertification, Conditions and Conduct, etc.; failure to administer the examination; or general dissatisfaction with services related to certification.

Complaints must be submitted in writing, utilizing the [Administrative Complaint Form](#), to CMCI within 5 business days following the date on which the individual encountered the service leading to the complaint. Complaints received beyond the deadline will not be considered.

Upon receipt, CMCI shall review the complaint and acknowledge receipt of the complaint to the complainant. Complaints not falling under the categories established as “Administrative” shall be considered invalid and no further action shall occur. The complainant shall be informed of this within 2 business days. CMCI has 5 business days following the date of receipt of the complaint to investigate the complaint. Within 2 business days of completion of the investigation, the complainant will receive a response, and if the complaint is valid and actionable, the complainant shall be notified of the redress, if any. Redress shall be proportionate to the nature of the complaint and shall be granted on a case-by-case basis. All decisions of CMCI are final.

Complaints related to examination content, examination administration irregularities, and alleged violations of the Conditions and Conduct agreement are handled through separate complaint processes.

ABOUT THE EXAMINATION

The Exam

The CCM examination is currently only being offered in the English language. The examination is comprised of questions with four response alternatives (A, B, C and D). One of these represents the single best response and credit is granted only for selection of this best response. Candidates are currently allowed 240 minutes to complete the exam. Candidates who finish in less than the allotted 240 minutes may leave the exam when done. There are 175 questions on the exam but only 150 questions are scored. The remaining 25 questions are pilot questions being beta tested for use on future exam forms. The 25 un-scored pilot questions are not identified to the candidate and are randomly mixed within the exam.

The examination assesses general knowledge of design and construction in CMAA's Standards of Practice and CII's Best Practices Guide and requires an overall passing score of 71% or higher.

The CCM exam is a computer-based test (CBT). Candidates are required to agree to the testing policies before the exam begins. There is a brief optional on-screen computer-based tutorial just prior to starting the exam and a brief online survey at the end of the exam. The time allotted to agree to the test policies, complete the tutorial, and survey are not included with the 240 minute exam time.

ABOUT THE EXAMINATION CONTINUED

The exam questions are based upon a Construction Manager Job Task Analysis from which the Exam Content Outline is created. Questions are written in a format that evaluates a candidate’s ability to perform the job tasks of a CM as listed in the Exam Content Outline rather than solely on the basis of knowledge recall or memorization of facts.

All exam questions are written by individual Certified Construction Managers whom CMCI deems subject matter experts, then reviewed and validated by both test development experts and other subject matter experts. As with other professional credentialing exams, the exact questions cannot be revealed; however, the Exam Content Outline, primary references, and tips on how to prepare are available in this handbook.

Exam Content Outline

The CCM exam specifications were developed by combining the importance, criticality, and frequency data obtained from the Job Task Analysis. The resulting data were converted to percentages and the percentages were used to determine the number of questions related to each domain and sub-domain that should appear on the multiple-choice CCM examination. Sub-domains are mixed within each domain throughout the exam. The test specifications in the table below list the domains, sub-domains, and the percentage of the test included in each domain and how much of the sub-domain will be covered throughout the exam.

DOMAINS		% OF EXAM	SUB-DOMAINS		% OF EXAM
Program & Project Management		43%	Risk Management		10%
Cost Management		8%	Professional Practice		14%
Time Management		10%	Sustainability		26%
Contract Administration		13%			
Quality Management		10%			
Safety Management		16%			

CCM Exam Content Outline Process

To create this exam, a group of volunteers participated in a study to identify the major categories (domains) for the certification examination and topics within each domain based on the jobs and tasks a certified individual might perform. These categories and topics have already been organized into an Exam Content Outline (a complete test outline, including the percentage of each content area covered on the overall test) approved by the Board of Governors.

Exam Security

All exam materials are the property of CMCI. Attempting to copy or remove any material from the PSI software or testing center exam room by any applicant, candidate, or unauthorized persons is prohibited. Copyrights for the CCM exam are owned by CMCI. Any attempt to reproduce or disclose all or part of the exam is prohibited by law unless written permission is obtained from the CMCI Board of Governors.

ABOUT THE EXAMINATION CONTINUED

Appeal Policies

If an applicant or candidate wishes to appeal, they may use the CMCI Appeals Form located in the CCM applicant resources page of the CMAA website. The completed appeals form and accompanying appeals fee must be submitted to CMCI in writing or electronically to certification@cmaanet.org.

Appeals concerning certification can be made for:

- **Exam**
 - The technical accuracy and grading of the exam questions
 - Fairness of the execution of the certification testing procedures or application procedures
- **Application Review/Eligibility**
 - Clarification on project experience
 - Qualifying degree requirements
 - Reference selection
- **Certification Renewal**
 - Acceptance of recertification points

Requests for an appeal must be made no later than 30 days after the action in question has occurred. Within 60 days of the receipt of the written appeal, the Ethics, Grievance, Appeals, and Disciplinary Committee (EGAD) or Board of Governors will conclude its deliberations and notify the appellant of the decision of the Board of Governors by letter or email. Individuals who wish to submit an appeal must have first exhausted their remedies with CMCI staff.

For the Day of the Exam

In-Person Exams at a Testing Center - Candidates taking an in-person exam should report to the exam center on the day of exam as instructed in their appointment confirmation letter and plan to arrive at least 30 minutes prior to the appointment time. Candidates must check in by providing two forms of valid ID, one of which

must be a government-issued photo ID with signature (driver's license, government-issued photo ID, or passport). Candidates who arrive after their appointment time may be denied access to the exam and will be required to pay the cancellation fee to sit for the exam.

Exams with a Remote Proctor - Candidates taking the exam with an LRP on the day of the exam may launch the exam software up to 15 minutes prior to the appointment time, but no more than 15 minutes after their appointment time. Candidates who arrive more than 15 minutes after the scheduled start time will be denied access to the exam and will be required to pay the cancellation fee to sit for the exam. Candidates will be required to agree to the [rules and requirements](#) prior to beginning the exam. Candidates must check in by showing one form of a valid government-issued photo ID with signature (driver's license, government-issued photo ID, or passport). The candidate and their ID will be photographed, and the photograph will be stored on the testing vendor's secure server for 90 days. Military IDs, photocopies, or temporary IDs are **NOT** permitted for LRP exams.

For **BOTH** in-person and LRP exams, acceptable forms of identification include:

- Driver's License
- State ID
- Passport
- Passport card
- Green card, alien registration, permanent resident card
- National identification card

THE FIRST AND LAST NAMES ON THE PHOTO ID MUST MATCH EXACTLY THE NAMES SUBMITTED ON THE APPLICATION OR THE CANDIDATE CAN BE DENIED ADMISSION.

Candidates can make changes to their names by contacting CMCI (certification@cmaanet.org) prior to scheduling their exam appointment.

Candidates will not be admitted to take the exam if any of the above requirements are not met. Candidates who are not permitted to test due to violation of the above agreement will forfeit their exam fee, and must pay a reinstatement fee in order to reschedule another exam date.

ABOUT THE EXAMINATION CONTINUED

NOTE

Anyone who arrives at the test center or connects to the remote proctor after the assigned testing appointment time will be considered “absent,” will not be permitted to take the exam that day, and in order to take the exam, will be required to contact CMCI and pay the reinstatement fee.

For ID purposes on the day of the exam the candidate must fulfill these requirements:

In-Person Exams at a Test Center

Valid Government Issued Photo ID and one other ID - The standard Pinyin English translated name must be used for the exam application and certification process. For testing center identification purposes, both a valid government issued ID for the photo verification and another valid ID that has a matching signature to the name on the government-issued ID for the signature portion of the verification of ID must be provided by the candidate. Photocopies, temporary government IDs, or military IDs are NOT accepted for the government-issued ID. PSI staff will verify that the standard Pinyin English translated names on the two presented IDs match the exam application/eligibility documents.

LRP Exams

Valid Government Issued Photo ID - The standard Pinyin English translated name must be used for the exam application and certification process. For LRP identification purposes, the candidate must provide a valid government-issued photo ID that has a matching signature to the name on the government-issued ID for the photo verification. Photocopies, temporary government IDs, or military IDs are NOT accepted for the government-issued ID. PSI staff will verify that the standard Pinyin English translated name on the presented ID matches the exam application/eligibility documents.

For All Candidates

The examination software monitors the time candidates spend on the exam. The examination software will terminate the exam if candidates exceed the time allowed. The candidate may click on the “Time” box in the lower menu bar on the screen to monitor the time. A digital clock indicates the time remaining to complete the exam. The Time feature may also be turned off during the examination.

Prior to taking the exam the candidate will be required to read and agree to the CMCI rules and requirements. Any individual who removes or attempts to remove exam materials including memorizing exam questions or is observed cheating in any manner while taking the exam will be subject to disciplinary and/or legal action. Sanctions could result in removal of the credential or denial to apply for the CCM credential.

Any unauthorized individual found in possession of exam materials will be subject to disciplinary procedures in addition to possible legal action. If the individual is a Certified Construction Manager, sanctions could result in the removal of certification.

Candidates in violation of CMCI testing policies are subject to forfeiture of exam fee, in addition to disciplinary and/or legal action.

ABOUT THE EXAMINATION CONTINUED

For In-Person Exams at a Test Center

Prior to the exam, the test center will provide the candidate with scratch paper or pads and a pencil. Candidates will also be provided an on-screen non-scientific calculator.

Candidates are not allowed to bring anything else into the testing room. Secure lockers are provided to candidates to store their personal items while taking the exam.

The following are NOT PERMITTED in the exam room or center:

- slide rules, dictionaries, or other reference materials
- telephones, signaling devices such as pagers, cell phones
- alarms or recording/playback devices of any kind
- photographic or image copying devices
- electronic devices of any kind
- jewelry or watches (time will be displayed on computer screen and wall clocks in each testing center)
- caps or hats (except for religious reasons)

No exam materials, notes, documents, or memoranda of any kind are to be taken from the exam room. Questions concerning the content of the exam will not be answered during the exam. Listen carefully to the instructions given by the supervisor and read all directions thoroughly.

The supervisor may dismiss a candidate from the exam for any of the following reasons:

- If the candidate's admission to the exam is unauthorized.
- If a candidate creates a disturbance or gives or receives help.
- If a candidate attempts to remove exam materials or notes from the testing room.
- If a candidate attempts to take the exam for someone else.
- If a candidate, during the exam, discusses any part of the exam with someone else.
- If a candidate has in his/her possession any item excluded from the exam center as specified above.
- If a candidate exhibits behavior consistent with memorization or copying of exam items.

Restroom breaks are permitted but are included as a part of the 240 minutes allotted for the exam time. Eating, drinking, or smoking is not permitted in the Test Center.

For Exams with a Live Remote Proctor

Prior to the exam, the candidate is required to [confirm](#) that their equipment and broadband Internet function and meet the minimum [technical specifications](#). By taking the LRP exam, the candidate agrees to the CMCI [LRP Rules and Requirements](#).

To take the exam, candidates should be in a private, quiet, well-lit room with no other persons or pets. Candidates must follow the instructions from PSI to launch the examination software. The candidate will be required to meet the required system security settings before advancing to the exam.

PSI will photograph the candidate and the candidate's form of identification as part of the check-in procedure. The candidate will also be required to use their webcam to scan the room to show that there are no prohibited items or other persons present. After the proctor approves the photographs and room scan, the candidate may begin the exam.

ABOUT THE EXAMINATION CONTINUED

Candidates will be provided an on-screen nonscientific calculator during the LRP exam. The candidate may have one (1) writing utensil and two (2) sheets of BLANK scratch paper. The candidate will be required to show both the front and back of each page before the exam starts and destroy the scratch paper on camera at the end of the exam.

NOTE

CMCI recommends the use of personal computers for LRP exams to avoid firewall restrictions on work devices.

The following are NOT PERMITTED in the room during the LRP exam:

- written reference materials such as notes, books, slide rules, or dictionaries
- electronic devices of any kind (except for the candidate's computer, microphone, and webcam with the required PSI security features enabled)
- telephones, signaling devices such as pagers, cell phones
- alarms or recording/playback devices of any kind
- photographic or image copying devices
- jewelry or watches (time will be displayed on computer screen)
- caps or hats (except for religious reasons)
- cigarettes or other flavored tobacco products
- food of any kind, including chewing gum, breath mints, etc.
- beverage glasses or bottles (Water is allowed, but it must be in a clear container with no labels)
- explicit images of any kind

No exam materials, notes, documents, or memoranda of any kind are to be copied or distributed. Questions concerning the content of the exam will not be answered during the exam. Read all directions and instructions given by the proctor carefully.

The remote proctor may dismiss a candidate from the exam for any of the following reasons:

- If the candidate is not in a private, quiet, well-lit room.
- If a candidate has any prohibited item, person(s), or pet(s) in the room with them during the exam as specified above.
- If the candidate's computer, webcam, or microphone do not meet the minimum technical specifications or security requirements.
- If the candidate fails to comply with the proctor's instructions.
- If the candidate's admission to the exam is unauthorized.
- If the candidate talks, creates a disturbance, or is focused elsewhere during the exam.
- If the candidate covers their mouth or a significant portion of their face for longer than 3 seconds while the test is on the screen.
- If the candidate moves out of view of the webcam for longer than 3 seconds while the test is on the screen.
- If the candidate attempts to obstruct the webcamera's view.
- If the candidate attempts to open or use other programs on their computer outside of the PSI software.
- If a candidate attempts to copy or remove exam materials from the PSI software.

ABOUT THE EXAMINATION CONTINUED

- If a candidate presents an invalid ID or attempts to take the exam for someone else.
- If a candidate, during the exam, discusses any part of the exam with someone else.
- If a candidate exhibits behavior consistent with memorization or copying of exam items.
- If a candidate eats or smokes while the examination is on screen.
- If a candidate fails to return from an approved break on time.

Candidates are permitted no more than 2 restroom breaks, but the candidate must return from a break within 7 minutes. Each break is included as part of the 240 minutes allotted for the exam time. The remote proctor will require an additional room scan after each break, which also counts towards the 240 minutes allotted for the exam time.



ABOUT THE EXAMINATION CONTINUED

Summary of Scoring Process

The passing score is determined by a statistical formula and may vary among the test iterations. The exam is designed only to distinguish those who have the basic level of knowledge from those who do not. There is no evidence that someone who receives a very high score on the exam will perform significantly better on the job than someone whose score falls exactly at the passing point. Therefore, if one passes the exam, he or she will be informed only that the examination stage has been successfully completed.

Applicants who fail the exam will be notified of their score and a diagnostic report showing their performance in each content area. This information is provided to aid in planning study efforts for future exams and deciding whether to retake the exam.

All exam results are confidential and will only be released to the examinee. Permission in writing must be obtained by the examinee for CMCI to release exam results to another party.

The Board of Governors is concerned with reporting only valid scores. On rare occasions, circumstances may invalidate exam scores. The Board of Governors reserves the right to cancel or withhold exam scores if there is any reason, in the sole judgment of the Board, to question their validity.

Doubts may be raised about the validity of candidates' scores because of suspected misconduct; in such circumstances, candidates shall fully cooperate in any investigation. Some scores may be rendered invalid due to circumstances beyond candidates' control, such as faulty exam materials or time keeping errors. In this rare event, retesting may be arranged.

Following certification best practices, as a final check and balance, actual field results of exam questions are analyzed periodically and occasionally necessitate rescores of the exam. If a rescore occurs and results in a change in status from a fail to pass, the CMCI Certification Office will notify the candidate.

Sample: CMCI CCM Examination Score Report - Pass

Certified Construction Manager (CCM) Examination

LAST NAME, FIRST NAME, MIDDLE NAME

ADDRESS

CITY, STATE ZIP

CANDIDATE ID NUMBER: SAMPLE000

EXAMINATION DATE: MM/DD/YYYY

CONTROL ID: 1234567

PID: 1234567

Congratulations, you have passed this examination.

We are pleased to inform you that you have successfully completed the CCM exam. Thank you for your participation and for choosing to become a CCM. CMCI will send you your certificate in the coming weeks. Please contact certification@cmaanet.org with questions or concerns.

Sample: CMCI CCM Examination Score Report- Fail

Certified Construction Manager (CCM) Examination

LAST NAME, FIRST NAME, MIDDLE NAME
ADDRESS
CITY, STATE ZIP

CANDIDATE ID NUMBER: **SAMPLE000**
EXAMINATION DATE: **MM/DD/YYYY**
CONTROL ID: **1234567**
PID: **1234567**

We regret to inform you that you failed the CCM Exam. Your score is 66%.

The scores below are PERCENT OF ITEMS ANSWERED CORRECTLY in each content category. The exam you took included pretest items for future tests that were not included in your score.

CONTENT AREAS		YOUR % SCORE
1.	Program & Project Management	XX%
2.	Cost Management	XX%
3.	Time Management	XX%
4.	Contract Administration	XX%
5.	Quality Management	XX%
6.	Safety Management	XX%

Please contact certification@cmaanet.org with questions, concerns, or to discuss retake options.

EXAM PREPARATION

Board of Governors Position on CCM Exam Education and Training

The CMCI Board of Governors believes that as a credible credentialing organization, it should facilitate appropriate preparation of candidates for the CCM exams. CMCI, under the requirements of the ANSI/ISO 17024 standard, can recommend appropriate exam preparatory materials and other programs and services as allowed by those accreditation requirements and will continue to work with other stakeholders to encourage educational and training programs in assisting candidates with attaining knowledge, skills, and abilities as Construction Managers.

CMCI and its Board of Governors do not accredit or endorse any particular training course or source of education as a guarantee of success on the CCM exams.

CMCI and its Board of Governors, in keeping with the accreditation requirements of the ANSI/ISO 17024 standard, do not link any training or education programs or any other educational provider's educational programs offered, to facilitate obtaining a CCM credential.

The Board of Governors provide as public information, a CCM Application Handbook, an exam content outline, a primary reference materials listing, and other materials online at cmaanet.org. These are CMAA recommended materials that may help individuals better prepare for the CCM exam. The list and information provided is not intended to be inclusive of all potentially useful resources, nor does inclusion on this list constitute an endorsement by the Board of Governors. The Board of Governors does not endorse any particular reference as being completely accurate and encompassing and it is recommended that applicants utilize varied resources in the process of preparing for the exam.

Experience indicates that candidates who participate in formal training programs emerge better prepared for their professional positions as Construction Managers and as qualified candidates for the CCM certification exam than those who do not.

CMAA Recommended Study Materials for the CCM Exam

Many people want to know about CCM exam preparation. Please keep in mind that CMAA is not your only avenue for test preparation, and that there is no single publication or class that will guarantee that you will pass the exam. None of the recommendations below are considered CCM Exam test preparation courses. However, CMAA's body of knowledge lends itself well to the Standards of Practice. Here are some suggestions on where to begin:

- [CMAA Professional Construction Management Course](#) (instructor-led course). Check the CMAA website for information on the most recent course schedule.
- Information on the [online self-paced training modules](#) can be found here.
- For book study materials, we recommend the [CM Standards of Practice Study Kit](#) (included if you attend the in-person [Professional Construction Management Course](#)).

NOTE

Refer to CMAA's most [current catalog and website](#) for course descriptions and schedules. CMAA has also released a [Practice Exam](#) to provide a sample of the topics you may encounter on the CCM Exam.

All applicants may choose to purchase publications to prepare for the CCM exam on their own through CMAA or other resources. For a full list of competencies, please refer to the [CM Core Competencies \(Body of Knowledge\)](#).

EXAM PREPARATION CONTINUED

CMAA offers a CM Standards of Practice Study Kit which contains the following publications (also listed below): CMAA Capstone; Standards of Practice; Agency and At-Risk Contract Documents; Time Management Procedures; Cost Management Procedures; Quality Management Guidelines; Contract Administration Procedures; and, CII Publication IR166-3 Best Practices Guide.

CMAA publications are offered at CMAA member and non-member rates. For additional information on pricing for CMAA publications, please go the [CMAA website](https://www.cmaanet.org) or contact PD@cmaanet.org or call (703) 356-2622.

Key publications and primary references

- *CMAA Claims Management Guidelines*
- *CMAA Standards of Practice*
- *CMAA Agency Series Contracts*
- *CMAA CM At-Risk Contracts*
- *CMAA Capstone: An Introduction to the CM Profession*
- *CMAA Contract Administration Guidelines*
- *CMAA Time Management Guidelines*
- *CMAA Quality Management Guidelines*
- *CMAA Cost Management Guidelines*
- *CMAA Sustainability Guidelines*
- *CMAA Risk Management Guidelines*
- *Construction Industry Institute (CII) Publication IR166-4 Best Practices Handbook*

Others (not all inclusive)

- *Construction Industry Institute (CII) Publication IR166-3 Best Practices Guide.*
- *National Construction Law Manual*, Acret, James, Esq., BNI Publications, 1996.
- *Project Management, Principles and Practices*, Spinner, M. Pete, Prentice-Hall, Inc., 1997
- *Architect's Essentials of Cost Management*, Dell'Isola, Michael D., Wiley and Sons, 2002.
- *CPL 2-0.124 – Multi-Employer Citation Policy*, United States Department of Labor, OSHA, OSHA Instruction, 1999.
- *Employer Rights and Responsibilities Following a Federal Inspection*, United States Department of Labor, OSHA, Publication 3000, Revised 2003.
- *Job Hazard Analysis*, United States Department of Labor, OSHA, Publication 3071, Revised 2002

On the day of the Exam

- ✓ Eat a well-balanced meal at the beginning of the day on the day of the exam but limit the amount of stimulants you ingest (e.g., caffeine, sweets, etc.).
- ✓ Read and follow all instructions carefully.
- ✓ For best results, pace yourself by periodically checking your progress. This will allow time to make necessary adjustments. Remember, the more questions you answer, the better your chance of achieving a passing score. If you are unsure of a response, eliminate as many options as possible and choose an option from those that remain. You will be allowed to mark questions for review prior to the end of the exam.
- ✓ Be sure to record an answer for each question, even if you are not sure the answer is correct. All questions are of equal weight. Avoid leaving any questions unanswered; marking an answer to all questions will maximize your chances of passing. There is no penalty for guessing and each correct item counts one point.

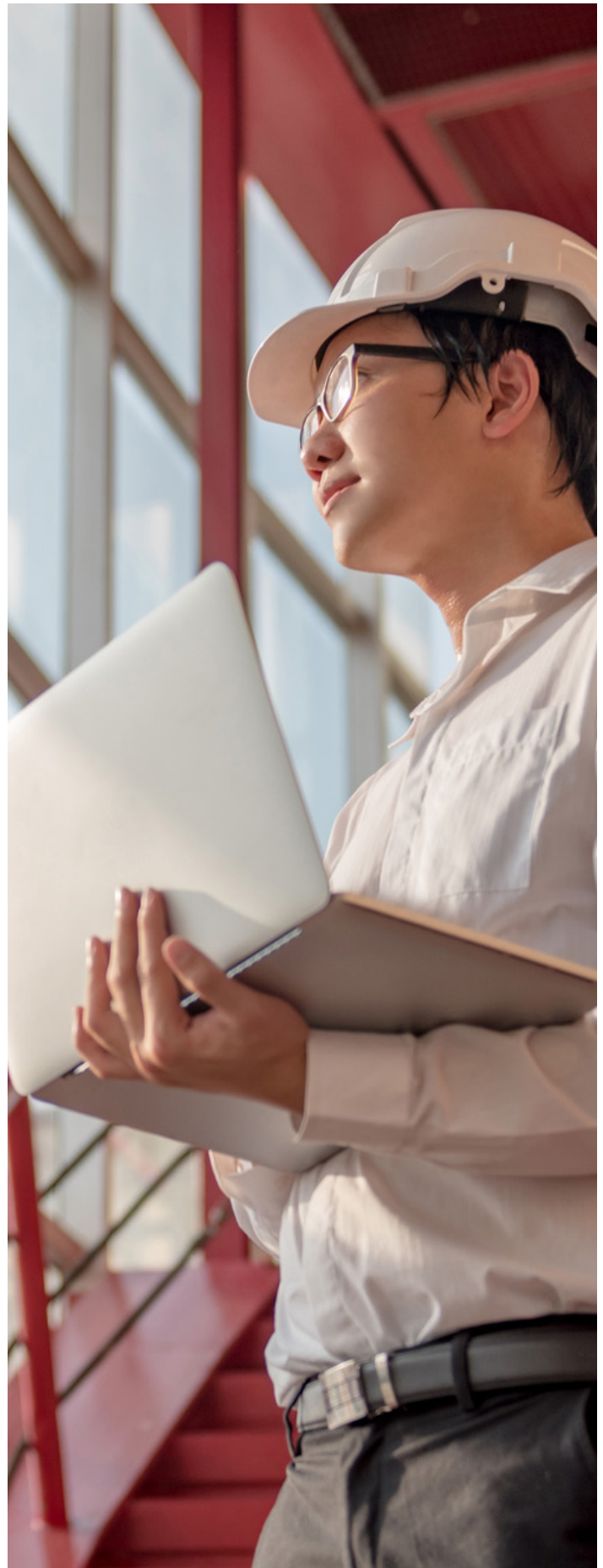
EXAM PREPARATION CONTINUED

For In-Person Exams at a Test Center

- Plan to arrive at the site of the exam the night before the exam, unless you live in the locale of the exam center (i.e., no more than one hour driving distance), and get a good night's rest.
- Candidates should actually go to the physical location of the testing center prior to the exam to ensure exactly where to go and how to get there on the day of the exam and allow extra time for unforeseen events such as traffic and flat tires. This will help reduce unnecessary stress.
- Be at the exam site at least 30 minutes prior to the scheduled start time for registration processing.

For Exams with a Remote Proctor

- Before your test day, check that your computer, microphone, webcam, and broadband connection meet the [minimum requirements](#) and review the [LRP Rules and Requirements](#).
- Before the day of your exam, remove any prohibited items from the room where you will take the test. This may include items on the wall, bookshelves, or desk.
- Begin the security check-in procedures 15 minutes prior to your scheduled start time.



EXAM PREPARATION CONTINUED

Preparation and Testing Tips

Step One: Self-Assessment

The first step to prepare for the exam is a self-assessment of your readiness:

- Can you fulfill all of the duties of a Construction Manager?
- Do you have the knowledge expected of a Construction Manager?

Step Two: Review of Exam Topics

Review the exam content outline from two different perspectives:

- Which content areas represent the greatest number of test questions? The greater the number of possible questions on the exam, the more focus you need on these topics to prepare for the exam.
- How does your current knowledge and skill compare to these content areas? Are you strong in some but weak in others? If you have had extensive training and/or experience in a specific area, you may decide that your focus should be on the areas that are less familiar to you.

Your analysis of these two questions will help you decide where you need to spend your study time.

Step Three: Define Difficulty Level

It is hard to define difficulty levels, as what may be easy for some may be harder for others. Some topics may also seem broad in scope. Here are some tips to help you gauge the scope of the topic:

- Revisit the credential description and the eligibility requirements, if any. Is it expected that someone with this level of experience would be able to do this task at this level? Using the full [duties/tasks/steps document](#) located on the CMAA website, explore each topic by reviewing the skills, knowledge, tools, and equipment required to do the work appropriately to help you determine to what level you need to prepare.
- Correlate suggested reference works against the topics. What level of difficulty do they represent?
- Review [sample questions](#).

Step Four: Determine your Learning Style

How do you learn? Are you a hands-on learner? If so, attending a classroom course or working with a mentor with plenty of opportunity to discuss concepts may be best for you. Online courses are helpful for people who don't have time or resources to travel to a classroom course, and who enjoy the opportunity to repeat lessons until they feel comfortable. You may prefer a reference book that you can highlight and annotate. You need to determine the best method for you and use the reference materials to help you prepare appropriately.

PROFESSIONAL ETHICS AND DISCIPLINARY POLICIES

CCM Condition, Conduct, and Disciplinary Policies

As a credible credentialing organization, the Board of Governors is committed and obligated to protect and defend the credentials provided by CMCI. Every candidate and Construction Manager certified through the Board of Governors must adhere to the CCM Conditions and Conduct agreement. When it is believed that a CCM has violated this CCM Conditions and Conduct agreement, the first step is to complete the Professional Discipline Complaint Form. The form may be obtained by calling or writing to the CMCI Office.

The Professional Discipline Complaint Form must be completed in its entirety, signed, and submitted with any documentation to Certification@CMAAnet.org.

Construction Manager Certification Institute
703.356.2622 (o) | 703.356.6388 (f)

Please include all suitable documentation in support of this complaint. Upon receipt, the Ethics, Grievance, Appeals, and Disciplinary Committee (EGAD) of the Board of Governors will determine whether an inquiry can be initiated under its authority. Please understand that the EGAD Committee will consider matters regarding possible violations of the CCM Conditions and Conduct agreement including falsification of applications.

The EGAD Committee shall have the power to, but shall not be obligated to, investigate all allegations of unprofessional and unethical conduct that may be harmful to colleagues, owners, clients, and the public, or that otherwise may be contrary to the objectives of the CCM Conditions and Conduct agreement provided that such allegations are made in writing and are signed by the complainant. This shall include the power to review candidate results from in-person testing center and

live remote proctored examinations. If, during the course of its investigation, the committee determines there may be violations of the code, the committee may investigate and reach appropriate findings regarding such violations within the Certified Construction Manager Rules and Procedures Regarding Ethical and Professional Discipline Complaints.

The EGAD Committee reports findings to the Board of Governors, publishes sanctions, and shall also at least annually review the CCM Conditions and Conduct agreement and the Certified Construction Manager Rules mentioned above to ensure that the integrity, professionalism, and competency of those certified through the CCM program are suited to the needs of CMCI and the Construction Manager profession.

Matters involving evidence of suspected cheating on the CCM exam, fraudulent use of the credential and/or trademark, or copyright violations will be investigated and aggressively pursued by CMCI and its Board of Governors.

Breaching the Conditions and Conduct Agreement

Any individual found to have breached the Conditions and Conduct agreement is subject to revocation of CCM status. Information on a certified professional supporting a complaint of noncompliance may be submitted from any source. A complaint in writing received by the Certification Program will be referred to the EGAD Committee for investigation.

Anyone looking to submit a complaint may do so in writing to certification@cmaanet.org.

Following receipt of an official notice of noncompliance from CMCI, the CCM will have a 30-day period in which corrective action or response to the satisfaction of the EGAD Committee may be taken. If an appropriate response has not been received or the required corrective action has not been taken, the Committee will formally notify the CCM by letter of revocation of the certification.

PROFESSIONAL ETHICS AND DISCIPLINARY POLICIES CONTINUED

CCM Application Conditions and Conduct

All applicants must agree to abide by the Conditions and Conduct Agreement:

- I hereby certify that I have read all portions of the CCM handbook and application and believe I am in compliance with all policies related to the CCM examination.
- I attest that I will adhere to CMCI's Professional Conditions and Conduct and understand that any false statement or misrepresentation that I may make in the course of the application process may result in the revocation of this application and/or certification.
- I have not been found by a court, federal or state agency or registration board to have violated the law in the conduct of my Architecture/Engineering/Construction (AEC) or CM-related practice or to have engaged in conduct which disregards the rights of others.
- I affirm that the information I submit on this application and any documents I have enclosed or forwarded, are complete, true, and correct to the best of my knowledge and belief.
- I authorize the CMCI Board of Governors ("Board" or "BOG") to obtain any background information necessary to verify the accuracy and completeness of my responses to all questions contained herein.
- The Board reserves the right to cancel or withhold exam scores if there is any reason, in the sole judgment of the Board, to question their validity.
- I fully understand that this is only an application for examination or recertification and does not guarantee the certification.
- I attest that I will adhere to CMCI's Conditions and will fully cooperate in any proceeding involving an alleged violation of the Standards or Professional Code. I have and will not make any false statements or misrepresentations using the CCM designation.
- I will make claims regarding certification only with respect to the scope for which certification has been granted. I will not use the certification in such a manner as to bring the certification body into disrepute; and I will not make any statement regarding the certification, which the certification body may consider misleading or unauthorized; and I will not and have not used the CCM certification in a misleading manner.
- If my certification has been suspended or withdrawn, I will discontinue the use of all claims to certification, will not mislead anyone and I will return any certificates issued by the certification body.
- I understand that the Board may audit my application to verify experience or education either prior to or after an examination is taken, or after the results are announced. I agree to cooperate with the audit and further understand that providing false information for verification of experience or education, or having others do so, is a violation of the CCM Conditions and Conduct and may result in sanctions.
- I agree that CMCI is the sole owner of the CCM certification designation, and my use of the designation is pursuant to a revocable, non-transferable license from CMCI. I will not take any actions which are inconsistent with CMCI's ownership rights, including challenging those rights.
- I understand that CMCI may make changes to the CCM certification program by its sole discretion, including with respect to eligibility, criteria, recertification, fees, and continuance or discontinuance of the program.

PROFESSIONAL ETHICS AND DISCIPLINARY POLICIES CONTINUED

- I agree to inform the CMCI immediately of all changes to the information included in this application while I am an applicant, and for as long as I am certified by the Board.
- I hereby release from liability, and forever waive any claims, including claims for defamation, restraint of trade, breach of contract, and interference with business or contractual relations, unless due to the bad faith and malicious conduct of the person sought to be held liable, based on or arising out of the CCM certification program, including but not limited to denial or revocation of certification, that I may have against CMAA and CMCI, and their respective governing board members and employees. I further agree that, notwithstanding the foregoing, should a claim be permitted to be brought against CMAA, CMCI, or any of their respective governing board members or employees, the limit of their liability and extent of my recovery shall be any registration or application fees paid by me to CMAA or CMCI related to certification.
- I agree that this Application shall be interpreted and governed by the laws of the Commonwealth of Virginia, without regard to conflicts principles, and exclusive jurisdiction for any legal proceeding resides in federal or State court in Northern Virginia, and the parties agree and expressly consent to the exercise of personal jurisdiction in the Commonwealth of Virginia.
- I agree that no association, agency, apparent agency, employer/employee relationship, partnership, or joint venture is created by virtue of issuance of the CCM designation to me by CMCI or CMAA.
- I possess the knowledge and skills defined by the Board of Governors in adherence to the certification criteria and will notify CMCI immediately should I be unable to perform the skills or lack the knowledge required to achieve or maintain the Construction Management Certification.
- I understand that if successful, I will be listed in the online CCM directory; however, if in the future I should not want to continue to be listed in the CCM directory, I will send an email stating such to certification@cmaanet.org.
- I agree to give permission to the Board, and its agents and contractors, permission to contact me by U.S. mail, electronic mail, facsimile, or through other media on matters that CMCI and CMAA believes may be of importance to me. Should I wish to be taken off the certification mailing list in the future, I will send an email request stating such a request to certification@cmaanet.org.
- I hereby attest that I am personally signing this application and that I will be the individual taking the CCM examination I have applied for, solely for the purpose of becoming a CCM. I further understand that I am prohibited from transmitting information regarding examination questions or content in any form to any person or entity and understand that failure to comply with this prohibition may result in my certification being revoked and/or legal action being taken against me.

MAINTAINING YOUR CCM

Renewal Policy

To maintain the integrity and value of certification in our dynamic design and construction industry, CCM designated individuals must renew their certification every three years by further professional development. The CCM holder must submit a Certification Renewal Application to the certification office every three years with the required information and a renewal fee.

CCM certification renewal is based on the accumulation of points earned through various activities. A total of 25 points are required every 3 years along with payment for the renewal fee.

NOTE

It is critical to [notify the certification office](#) of any email or other contact changes while maintaining your certification. While CMCI is not required to contact credential holders, this is the only way the certification office may attempt to notify you of an upcoming expiration date or other critical information.

- Points for all professional development activities must specifically relate to Construction Management.
- Recertification points can be earned any time after the date appearing on the individual's CCM certificate.
- No points may carry over from one 3-year period to the next or among categories.
- Recertification forms will be sent approximately 30 days prior to being due.
- Recertification forms are due by the end of the month before the anniversary month.
- Recertification forms may be submitted once the 25 renewal points, 3-year requirement has been met.
- Recertification forms are retained for 3 years.
- The renewal fee must be paid to maintain your registration.
- Recertification will be reviewed by the CMCI staff. If there is an outstanding question, then CMCI will send the Recertification form to the Recertification Committee for review and response on the status of the application.
- CMCI has outlined multiple options for CCMs to earn Renewal Points towards their renewal. The chart can be found in the Renewal Handbook. CMCI also provides all CCM credential holders with an optional free [online transcript](#) to help keep track of the courses, seminars, and webinars taken towards their recertification.

Other CMCI CCM Certification Program Recognition

The CCM certification program is also approved by the United States Department of Veterans Affairs for reimbursement to veterans under the [GI Bill](#) and covered through the military COOL programs:



GUIDELINES FOR COMPLETING THE CCM® APPLICATION

Please use this guide as you complete the application form. If you have any questions or concerns as you prepare the document, please call the Certification Office at 703-356-2622.

The application process consists of seven (7) sections. Please complete them in the order presented. The first determines your eligibility. Once that is established, complete the Qualifying Matrix. If you have the requisite experience, you may then submit the application.

NOTE

The Institute's Governors have passed a policy on the evaluation and submission of international educational credentials. Please see the Applicant's Resources page of the [CMAA website](#). International applicants must follow these procedures in completing the application.

Section 1: Applicant Information

Please fill out the following forms, tables and provide the answers sought, also please provide the best way to contact you outside of your company.

Section 2: Basic Eligibility

This section will show whether or not you need additional experience beyond the required 48 non-overlapping months of RIC experience or if you have formal qualifying education instead. The Board of Governors does not require formal education; however, it may be used in place of professional experience to accompany your RIC experience. If you choose to use your undergraduate or graduate degree in place

of professional experience, the following are considered Qualifying CM degrees that are acceptable: construction management, construction science, civil engineering, industrial engineering, mechanical engineering, electrical engineering, chemical engineering, architectural engineering, and architecture.

CMCI accepts accredited degrees from post-secondary institutions accredited by ACCE, ABET, and NAAB. [ACCE \(American Council for Construction Education\)](#), [ABET \(Accreditation Board for Engineering and Technology\)](#), and [NAAB \(National Architecture Accrediting Board\)](#) are the primary accrediting organizations for engineering, architecture, and Construction Management degree programs. If you have and want to get credit for a degree from a foreign country, it must be authenticated by a CMCI approved Foreign Degree Equivalency Evaluation company based in the United States.

If you do not hold a formal degree, you will be required to document at least eight (8) additional years of general construction or design experience on page two (2) of the application to accompany your 48 non-overlapping months of RIC experience.

Section 3: Employment Information

You are required to attach your current professional resume to complete this section as well as provide information on your current employer.

If you are using experience in lieu of formal education, you must fill out a minimum of eight (8) additional years of employment information within the construction or design industry.

GUIDELINES FOR COMPLETING THE CCM® APPLICATION

Section 4: Verification of Responsible-In-Charge (RIC) Experience

You will need to provide your then project title and fill in the experience matrix with the areas or experience earned on that project. A cumulative total of 48 non-overlapping months of RIC is required in all fifteen (15) boxes within the matrix. You may need to include multiple projects to accumulate the necessary experience requirements, but must have some experience in all fifteen (15) functions/roles and phases. There are also areas for you to fill out the total number of months you worked on the project, including start and end date, for each matrix you fill out.

For each experience matrix you fill out, you must have at least one reference to validate the experience you have listed on that project. Please provide all known client/owner information for each cited project. We recognize specific information may not be available on projects that occurred many years ago. However, you must provide specific project information for at least two clients that you will be designating as your references. Please refer to the information below for additional information related to the project client/owner reference letter. In some cases, an exception may be made if the project client/owner is not available. In those cases, a direct supervisor or an active Certified Construction Manager (CCM), who is aware of your work on that project, may be substituted to verify the related experience.

A minimum of two (2) separate client/owner references are required; they can be from any two (2) projects that you are documenting as part of your 48 non-overlapping month requirement.

Section 5: Conditions and Conduct Agreement

You will need to agree to abide by CMCI's Conditions and Conduct agreement throughout the duration of the application process and as long as you hold the CCM credential.

Section 6: Special Accommodations Request

CMCI operates in accordance with the Americans with Disabilities Act (ADA) requirements. If you have any special examination requirements, you will need to fill out this section and follow-up with the accommodations needed. All accommodations will require proper documentation supporting the request from a qualified medical professional who has provided evaluation or treatment for you. Some accommodations may require an additional fee or documentation from a licensed physician. Once an accommodation has been reviewed, CMCI will contact you with the information regarding the status.

Section 7: Application Fee

The application payment must be included when you submit your application to begin the process. Applications that are not accompanied with payment are subject to delays and will not be processed until the payment has been processed.

NOTE

If one project covers the 48 months, you will still need a minimum of two (2) client/owner references. Include current contact information for the client/owner on all projects listed for the 48-month period.

APPLICATION

- ☐ Section 1: Application Information
- ☐ Section 2: Basic Eligibility
- ☐ Section 3: Employment Information
- ☐ Section 4: Verification of Experience
- ☐ Section 5: Conditions and Conduct
- ☐ Section 6: Special Accommodations (optional)
- ☐ Section 7: Application Fee

Section I: Applicant Information

Name: _____

Address 1: _____

Address 2: _____

City: _____

State/Province: _____

ZIP/Postal Code: _____

Country: _____

Work Phone: _____

Mobile Phone: _____

Fax: _____

Home Phone: _____

Section II: Basic Eligibility

Certification requires 48 non-overlapping months of Responsible-in-Charge (RIC) experience. Certification also requires either general design/construction experience or formal education or a combination of both. Qualifying formal education means a CM related degree. CM related degrees are limited to the following disciplines: construction management, construction science, civil engineering, industrial engineering, mechanical engineering, electrical engineering, chemical engineering, architectural engineering, and architecture.

You must fit into one of the following three categories to be eligible for the CCM. Place a check in the box below for the category that fits your experience.

- ☐ **BA/BS/MA/MS Level architecture, engineering, construction (AEC) or CM qualifying ACCE/ABET/NAAB accredited degree and 48 non-overlapping months RIC experience.**
- ☐ **AA/AS/ACCE/ABET/NAAB accredited qualifying degree, 48 non-overlapping months RIC experience, plus 4 additional years of general design or construction experience.**

Define the discipline of the accredited degree you've earned?

- ☐ Architecture
- ☐ Architectural Engineering
- ☐ Chemical Engineering
- ☐ Civil Engineering
- ☐ Construction Management
- ☐ Construction Science/Technology
- ☐ Electrical Engineering
- ☐ Industrial Engineering
- ☐ Mechanical Engineering
- ☐ Structural Engineering
- ☐ Other (Identify)

(You are required to submit a copy of your official transcript or diploma as verification of your degree.)

- ☐ **8 years of general design or construction experience plus 48 non-overlapping months of RIC experience.**

APPLICATION CONTINUED

Section III: Employment Information

Please attach your resume and complete as much employment history as necessary to demonstrate that you have met the eligibility criteria from Section II. Start with your most recent employer.

☐ Professional Resume Attached

Most Recent Employer

Address 1

Address 2

City

State

ZIP/Postal Code

Country

Supervisor Name

Supervisor Title

Employment Dates

Your Title

Employer Phone

Employer E-mail

Description of Duties

The additional employment section below is a requirement if using 4 or 8 years of general design or construction experience in lieu of formal education:

Employer

Address 1

Address 2

City

State

ZIP/Postal Code

Country

Supervisor Name

Supervisor Title

Employment Dates

Your Title

Employer Phone

Employer E-mail

Description of Duties

APPLICATION CONTINUED

Section IV: Verification of Experience Requirements

Using the experience matrix below, please list the projects, one per matrix, where you have had RIC experience and check all the functions/roles and phases you have experience with during that project. List the project title and the total number of months that you worked on the project. There are six (6) project functions/roles and five (5) project phases in the matrix below. You must have a cumulative total of 48 non-overlapping months of RIC experience. This experience must have included some experience in each of the fifteen (15) identified boxes (functions/roles and phases) in the matrix on the next page.

NOTE

Regarding verification of experience: In serving as a reference for the applicant, the reference understands that he/she is attesting to the applicant's experience in the specific areas as listed below. In some cases, an exception may be made if a project owner is not available. Your direct client supervisor or an active Certified Construction Manager (CCM) may be substituted to verify the related experience.

Each of the fifteen (15) following experience boxes must be verified by a project client/owner (a reference for you). A minimum of two (2) different project clients/owners (references) must be submitted to verify all the required RIC experience for at least 48 months.

You are required to submit the reference(s) email addres(es) and name(s) in order for the project to be able to be counted toward your required 48 months of RIC experience. You must include a reference for each experience matrix filled out, with a minimum of one reference per project. If you are only using one project for all of your experience, you must submit two references for that one project.

CMCI recognizes that applicants may have additional experience within the verification matrix. However, CMCI only requires the available fifteen (15) boxes within the matrix to demonstrate your 48 months of RIC experience.

NOTE

Experience sections below are based upon the candidate having at least the minimum experience and proficiency necessary to meet the experience requirements. Parameters defining the minimum experience are provided in the applicant handbook under the Responsible-In-Charge section.

APPLICATION CONTINUED

Project Title

PHASE		PRE-DESIGN	DESIGN	PROCUREMENT	CONSTRUCTION	POST-CONSTRUCTION
FUNCTION/ROLE	Project Management	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
	Cost Management		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Time Management		<input type="checkbox"/>		<input type="checkbox"/>	
	Quality Management		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	Contract Administration			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Safety Management				<input type="checkbox"/>	

☐ I have the responsible-in-charge experience, as defined by the applicant handbook, on all tasks that I have checked above. The reference listed below can verify my indicated experience:

Verifier Name & Title:

Start Date: End Date:

Email: Months of Experience:

APPLICATION CONTINUED

Project Title

PHASE		PRE-DESIGN	DESIGN	PROCUREMENT	CONSTRUCTION	POST-CONSTRUCTION
FUNCTION/ROLE	Project Management	<input type="checkbox"/>	<input type="checkbox"/>		<input type="checkbox"/>	
	Cost Management		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	Time Management		<input type="checkbox"/>		<input type="checkbox"/>	
	Quality Management		<input type="checkbox"/>		<input type="checkbox"/>	<input type="checkbox"/>
	Contract Administration			<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Safety Management				<input type="checkbox"/>	

☐ I have the responsible-in-charge experience, as defined by the applicant handbook, on all tasks that I have checked above. The reference listed below can verify my indicated experience:

Verifier Name & Title:

Start Date:End Date:

Email:Months of Experience:

APPLICATION CONTINUED

Section V: Conditions and Conduct Agreement

By checking the box and signing your name in the space provided below, you agree to abide by the policies and procedures listed in this handbook and agree to abide by the Conditions and Conduct as follows:

- I hereby certify that I have read all portions of the CCM handbook and application and believe I am in compliance with all policies related to the CCM examination.
- I attest that I will adhere to CMCI's Professional Conditions and Conduct and understand that any false statement or misrepresentation that I may make in the course of the application process may result in the revocation of this application and/or certification.
- I have not been found by a court, federal or state agency or registration board to have violated the law in the conduct of my Architecture/Engineering/Construction (AEC) or CM-related practice or to have engaged in conduct which disregards the rights of others.
- I affirm that the information I submit on this application and any documents I have enclosed or forwarded, are complete, true, and correct to the best of my knowledge and belief.
- I authorize the CMCI Board of Governors ("Board" or "BOG") to obtain any background information necessary to verify the accuracy and completeness of my responses to all questions contained herein.
- The Board reserves the right to cancel or withhold exam scores if there is any reason, in the sole judgment of the Board, to question their validity.
- I fully understand that this is only an application for examination or recertification and does not guarantee the certification.
- I attest that I will adhere to CMCI's Conditions and will fully cooperate in any proceeding involving an alleged violation of the Standards or Professional Code. I have and will not make any false statements or misrepresentations using the CCM designation.
- I will make claims regarding certification only with respect to the scope for which certification has been granted. I will not use the certification in such a manner as to bring the certification body into disrepute; and I will not make any statement regarding the certification, which the certification body may consider misleading or unauthorized; and I will not and have not used the CCM certification in a misleading manner.
- If my certification has been suspended or withdrawn, I will discontinue the use of all claims to certification, will not mislead anyone and I will return any certificates issued by the certification body.
- I understand that the Board may audit my application to verify experience or education either prior to or after an examination is taken, or after the results are announced. I agree to cooperate with the audit and further understand that providing false information for verification of experience or education, or having others do so, is a violation of the CCM Conditions and Conduct and may result in sanctions.
- I agree that CMCI is the sole owner of the CCM certification designation, and my use of the designation is pursuant to a revocable, non-transferable license from CMCI. I will not take any actions which are inconsistent with CMCI's ownership rights, including challenging those rights.
- I understand that CMCI may make changes to the CCM certification program by its sole discretion, including with respect to eligibility, criteria, recertification, fees, and continuance or discontinuance of the program.
- I agree to inform the CMCI immediately of all changes to the information included in this application while I am an applicant, and for as long as I am certified by the Board.

APPLICATION CONTINUED

- I hereby release from liability, and forever waive any claims, including claims for defamation, restraint of trade, breach of contract, and interference with business or contractual relations, unless due to the bad faith and malicious conduct of the person sought to be held liable, based on or arising out of the CCM certification program, including but not limited to denial or revocation of certification, that I may have against CMAA and CMCI, and their respective governing board members and employees. I further agree that, notwithstanding the foregoing, should a claim be permitted to be brought against CMAA, CMCI, or any of their respective governing board members or employees, the limit of their liability and extent of my recovery shall be any registration or application fees paid by me to CMAA or CMCI related to certification.
- I agree that this Application shall be interpreted and governed by the laws of the Commonwealth of Virginia, without regard to conflicts principles, and exclusive jurisdiction for any legal proceeding resides in federal or State court in Northern Virginia, and the parties agree and expressly consent to the exercise of personal jurisdiction in the Commonwealth of Virginia.
- I agree that no association, agency, apparent agency, employer/employee relationship, partnership, or joint venture is created by virtue of issuance of the CCM designation to me by CMCI or CMAA.
- I possess the knowledge and skills defined by the Board of Governors in adherence to the certification criteria and will notify CMCI immediately should I be unable to perform the skills or lack the knowledge required to achieve or maintain the Construction Management Certification.
- I understand that if successful, I will be listed in the online CCM directory; however, if in the future I should not want to continue to be listed in the CCM directory, I will send an email stating such to certification@cmaanet.org.
- I agree to give permission to the Board, and its agents and contractors, permission to contact me by U.S. mail, electronic mail, facsimile, or through other media on matters that CMCI and CMAA believes may be of importance to me. Should I wish to be taken off the certification mailing list in the future, I will send an email request stating such a request to certification@cmaanet.org.
- I hereby attest that I am personally signing this application and that I will be the individual taking the CCM examination I have applied for, solely for the purpose of becoming a CCM. I further understand that I am prohibited from transmitting information regarding examination questions or content in any form to any person or entity and understand that failure to comply with this prohibition may result in my certification being revoked and/or legal action being taken against me.

- ☐ I have read, understand, and agree to be bound by the certification-related policies and procedures and Conditions and Conduct promulgated by the Board of Governors. I understand and agree that any false statements, misrepresentations, or my failure to abide by the Board's policies and procedures and Conditions and Conduct shall constitute grounds for rejection of my application or denial of my certification.



Check the box in front of the paragraph above, sign your name or affix your electronic signature, and enter the date below.

Applicant Signature

Date

APPLICATION CONTINUED

Section VI: Applicant Special Accommodations Request

Will you require Special Accommodations for your examination? ☐ Yes ☐ No

If yes, you must complete the form for Special Accommodations AND Healthcare Documentation of Disability Related Needs forms and mail them to the Certification Office a minimum of 45 days prior to your desired testing date.

Section VII: Application Fees and Payment Method

The application fee is \$325 for CMAA Members, \$425 for Non-CMAA Members and payment of this **non-refundable** fee is required for processing this application. Payments need to be sent to the following address with the application:

Construction Manager Certification Institute
200 Lawyers Road NW, #1968
Vienna, Virginia 22183

Please Print Applicant's Name:

☐ If paying by check (make payable to CMCI, or Construction Manager Certification Institute)

☐ If paying by Credit Card:

☐ American Express ☐ MasterCard ☐ Visa

Card # Expiration /

Name on Card CVV

Billing Address

City, State, Zip

Authorized Signature

Date



Advancing Professional Construction
and Program Management Worldwide



CONTACT

Construction Manager Certification Institute (CMCI)

www.cmcertification.org

certification@cmaanet.org

www.cmaanet.org

703-356-2622 (main)

703-356-6388 (fax)

