



MARYLAND ADVANCED AIR MOBILITY COUNCIL
Initial Findings

June 18, 2025

The Maryland Advanced Air Mobility Council (Council) was established by Executive Order 01.01.2025.05 to make recommendations on how Maryland can best leverage and regulate Advanced Air Mobility (AAM) systems. Since its establishment in January 2025, the Council has met five times. The following Initial Findings cover key areas such as infrastructure, workforce development, public outreach, safety, and policy. They summarize the Council's current opinions from the information gathered to date and represent anticipated focus of the Council's subsequent efforts in developing the AAM recommendations.

- 1) **Leveraging Statewide Advantages:** AAM provides an unprecedented opportunity for the State of Maryland. Maryland's statewide strengths, such as aeromedical and emergency response services, educational program resources, and industry-compatible workforce can be further enhanced through AAM industry growth. Moreover, each region stands to benefit from AAM due to the variety of potential use-cases, location of statewide assets, and demand for mobility, goods, and services.
- 2) **Preparing Maryland for AAM Success:** The Council finds that readying Maryland to capture and maximize the potential economic and societal enhancements associated with new AAM development will require active participation across the highest levels of State government.
- 3) **Identifying AAM Opportunities:** The Council will identify a range of potential AAM opportunities anticipated to contribute economic benefit to the state, along with potential readiness steps Maryland may take to support those opportunities.
- 4) **Safety:** Beyond aircraft certification and other safety responsibilities of the Federal Aviation Administration (FAA), the Council will assess statewide and local preparations necessary to protect both Maryland's citizens and users of AAM systems.
- 5) **Public Outreach and Education:** Drone and electrical Vertical Takeoff and Landing (eVTOL) aircraft manufacturers and operators recognize the criticality of outreach. In addition to the general public, the Council recognizes the need to educate the public sector, who may become engaged on AAM matters. The Council will consider and identify the State's role in the education and outreach process.

- 6) **Defining State and Local Roles that Enhance AAM-Business Attraction to Maryland:** Companies considering initiating AAM services in Maryland will require a consistent and predictable statewide approach. The Council will explore potential options for achieving a consistent and uniform approach to AAM development and operation.
- 7) **Workforce:** The Council will work with industry, academia, state labor, economic development leaders, and others to identify and grow workforce opportunities related to AAM.
- 8) **Regional Deployments:** The Council suggests mapping the economic and mobility needs of the State to the abilities of regional airports. This will reveal which airports may support deployment and the potential improvements needed to do so.
- 9) **Infrastructure Needs and Funding:** The Council will develop a catalog of potential statewide AAM infrastructure needs and funding sources.
- 10) **Low Altitude Airspace Policy:** Statewide policy development may be required to encourage the fair use of a limited public resource.
- 11) **Legal Framework:** The Council will consider potential AAM implications to privacy, security, and legal liability and make appropriate statewide recommendations for managing and mitigating these areas of public concerns.
- 12) **AAM Statewide Oversight:** The Council has found there may be a need for establishing a single state agency or appointed individual to drive a unified AAM policy across the departments. The Council will draw from similar deliberations of other states and consider Maryland's near-term objectives in developing a suitable recommendation.



Advanced Air Mobility

Council Report

WORKING DRAFT – June 18, 2025

Prepared For

Maryland Advanced Air Mobility Council

Prepared By

AECOM

**MAA-AE-23-003: Comprehensive Airport Planning Services
Task 11314: Maryland Advanced Air Mobility Policy Development**



Table of Contents

Table of Contents	i
1 Report Overview	1
2 Introduction to Advanced Air Mobility	1
What is Advanced Air Mobility (AAM)	2
Characteristics of Advanced Mobility	3
Current State of AAM	6
Why is AAM Important to MD?	8
How should Maryland Position for AAM?	12
Next Steps and Report Organization	15

DRAFT

1 Report Overview

On January 7, 2025, Governor Wes Moore signed Executive Order 01.01.2025.05 (E.O.), establishing the Maryland Advanced Air Mobility Council (Council) whose membership is comprised of the highest levels of State departmental leadership, academia and academic institutions engaged in elements of aviation and advanced mobility, local government, and airport/aviation industry experts. The E.O. tasks the Council with assessing available assets, opportunities for industry development and growth, system requirements, and anticipated costs available to and necessary for Maryland to acquire and expand access to new Advanced Air Mobility (AAM) services. Finally, the E.O. requires the Council to develop draft and final recommendations to the Governor regarding policy frameworks and regulatory models, phase-in timelines, and outreach / education campaigns before the end of 2025, including interim findings by June 2025 ahead of the full formation of the Council body.

The purpose of this report is to document relevant considerations and information pertaining to the emerging AAM industry considered by the Council in preparing draft findings and final recommendations within the timelines established by the E.O. The basic methodology is to capture the specified focus areas included in the E.O. and develop a framework of understanding for each.

The report content is being prepared iteratively as the Council's work progresses through the investigative, outreach, and deliberative sessions for each of the focus areas identified by the E.O. It is the intent of the Council that the finalized report will provide a foundation of understanding from which the Council recommendations and subsequent actions by Maryland, local government, and individual stakeholders will emerge in preparation for next-generation transportation across the state.

2 Introduction to Advanced Air Mobility

New trends in transportation are being driven by a convergence of technologies offering new models for the movements of goods, people, and services that are cleaner, faster, safer, and more efficient than current transportation models. Although the underlying trends cross all modes of transportation, innovations within the aviation sector, now being referred to as Advanced Air Mobility (AAM), have been profound. In fact, AAM has already spawned an entirely new set of aviation vehicles which have the potential to overtake traditional aircraft types in terms of number of vehicles produced and in operation. Throughout the world, regions are vying to capture crucial elements within the industry's value chain: research and development, manufacturing, assembly, distribution, logistics, market launches, and so on. These are in addition to the added economic and quality of life enhancements associated with having regional and local access to the most modern forms of transportation available.

This report, prepared at the direction of the Maryland Advanced Air Mobility Council (Council), is intended to provide a strategic assessment of Maryland’s overall preparedness in accommodating AAM and for the exploration of industry-enabling policy recommendations, permitting Maryland to achieve timely access to these potential paradigm shifts that may prove crucial to the State’s future economic outlook and well-being of its residents, workforce, and visitors. This introduction provides an overview of the new technology, focusing on the aspects anticipated to be most significant to Maryland.



Source: NASA

What is Advanced Air Mobility (AAM)

AAM has emerged as an umbrella term describing the most recent set of aerospace vehicles and technologies. It should be noted when considering other information sources, that AAM terminology has changed and may not be consistently applied across geographies and timelines. For purposes of this report, AAM is a rapidly emerging segment within the advanced mobility field differentiated from traditional aviation using highly automated, often electric-drive aircraft types, that will become increasingly connected to an integrated network of vehicle systems (or ecosystem). Another distinction is the focus on short-haul flights and localized functions that are currently dominated by automobile, helicopter, small/light aircraft, and fixed/mobile structures such as cranes and structural tethering.

Two new aircraft types have evolved from AAM: uncrewed aircraft systems (UAS) and powered-lift aircraft which can takeoff or land vertically or near-vertically like helicopters. It is

an innovative approach which will enhance the movement of people, goods, and services while also yielding positive economic, societal, and environmental benefits.

Characteristics of Advanced Mobility

Because AAM is an umbrella term, different sources will capture different sectors within emerging aerospace fields. Some of the most common subsets classified as AAM are defined below; this report focuses on the first three.

Uncrewed Aerial Systems (UAS)

Pilotless vehicles commonly referred to as ‘drones’. As defined in this report, UAS vehicles do not fly human passengers but are operated to perform a variety of tasks (i.e., work drones), to deliver material (i.e., delivery drones), or for recreation (i.e., recreational drones).



Regional Air Mobility (RAM)

Piloted vehicles that fly passengers or freight between regions. Many of the vehicles in this segment are anticipated to be ‘traditional’ winged aircraft powered by an electric, electric-hybrid, or alternate-fuel motors carrying between 5 and 30 passengers (or equivalent freight) along a nominal distance of 30 to 300 miles or more. These ‘traditional’ type vehicles will be able to utilize existing airport infrastructure to great advantage with some being able to operate from runways classified as “short” or “very short”. The ‘traditional’ aircraft types will include wholly new aircraft designs as well as converted-engine models. Finally, a segment of new vertical takeoff and landing aircraft (VTOL) may also serve the RAM market using one or more variant types: electric-VTOL (eVTOL) or electric-hybrid-VTOL (eh-VTOL), or hydrogen-VTOL (hVTOL).



Urban Air Mobility (UAM)



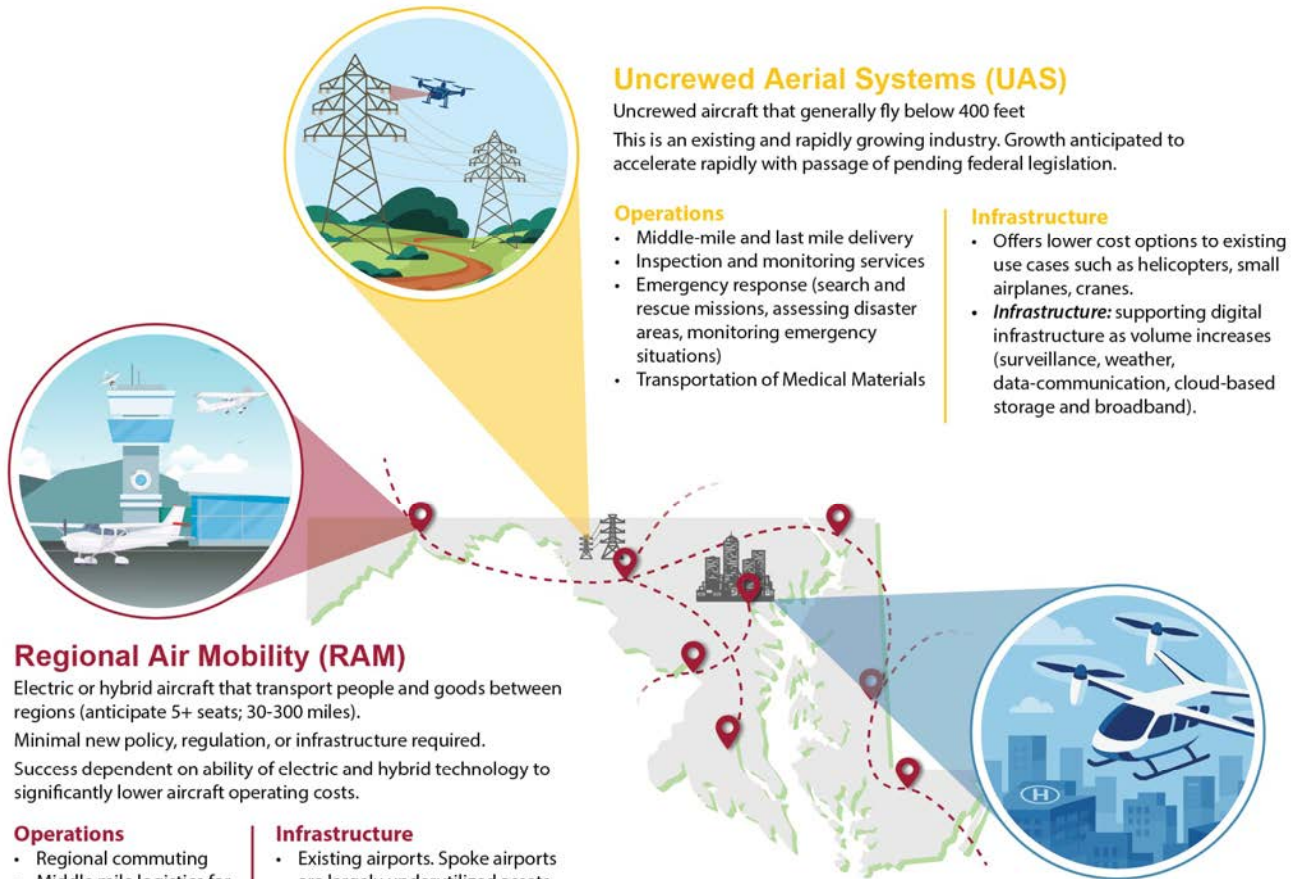
Initially piloted VTOL vehicles operating in an urban environment or region. This network of vehicles will augment existing commuter and intracity travel patterns dominated by automobiles. The success of this business case requires a combination of: rapid scaleup, high-voltage quick charger deployment, vertiport (facilities for VTOL takeoff and landing and/or combined air-

and-ground transportation) network development, low-altitude ecosystem development, increasing levels of system automation, and other proprietary-driven components specific to each operator. Because of the scaleup and infrastructure development timelines, introductory services may concentrate on non-UAM markets such as RAM, corporate/executive/VIP transport, resort/entertainment travel, offshore travel, public services, cargo, courier, and helicopter replacement.



A vertiport is an area of land, water, or a structure used, or intended to be used, to support the landing, takeoff, taxiing, parking, and storage of powered-lift aircraft or other aircraft that vertiport design and performance standards can accommodate.¹

¹ [Advanced Air Mobility Infrastructure | Federal Aviation Administration](#)



Uncrewed Aerial Systems (UAS)

Uncrewed aircraft that generally fly below 400 feet
 This is an existing and rapidly growing industry. Growth anticipated to accelerate rapidly with passage of pending federal legislation.

Operations

- Middle-mile and last mile delivery
- Inspection and monitoring services
- Emergency response (search and rescue missions, assessing disaster areas, monitoring emergency situations)
- Transportation of Medical Materials

Infrastructure

- Offers lower cost options to existing use cases such as helicopters, small airplanes, cranes.
- **Infrastructure:** supporting digital infrastructure as volume increases (surveillance, weather, data-communication, cloud-based storage and broadband).

Regional Air Mobility (RAM)

Electric or hybrid aircraft that transport people and goods between regions (anticipate 5+ seats; 30-300 miles).

Minimal new policy, regulation, or infrastructure required.

Success dependent on ability of electric and hybrid technology to significantly lower aircraft operating costs.

Operations

- Regional commuting
- Middle mile logistics for transportation of goods
- Regional Medevac

Infrastructure

- Existing airports. Spoke airports are largely underutilized assets.
- Potential aircraft charging and other service support needs.

Urban Air Mobility (UAM)

Highly automated aircraft that provide commercial services to the public within an urban region.

Anticipated to be served by electric vertical takeoff and land (eVTOL) transporting small passenger groups (5 or less) over short distances (5-40 miles).

Part of the mobility-as-a-service chain affecting automotive travel.


Operations

- Commercial airports
- Downtown business districts
- Entertainment/ stadium districts
- Harbor/ marine port facilities
- Commuter spokes
- Niche service destinations (e.g., resort, hotel, etc.).

Infrastructure


- Augments intercity mobility and commuter routes that are historically subject to traffic delays
- Converted heliports, new vertiports and/or multiports.
- High capacity bulk-charging depots for scale.
- Maintenance Repair Overhaul (MRO)
- Digital infrastructure support for scale: surveillance, data-communication, cloud/broadband, micro-weather network, vertiport management, ground network.

Benefits:




Societal

AAM offers and enhanced quality of life by providing the public affordable, safe, efficient and accessible transportation of people, goods, and services



Economic

The AAM market is rapidly growing, creating jobs that stimulate the economy and generate tax revenue



Environmental

AAM offers alternative forms of transportation with innovative airframes and propulsion system designed to reduce noise and emissions



Other AAM Categories

The following additional aviation categories are occasionally classified within the AAM umbrella. Although Maryland has roles in each, for purposes of this report, they are excluded since they do not require an urgent executive-level response to prepare the State for accommodating these activity types to the extent as UAS, RAM, and UAM.

Electric Conventional Takeoff and Landing (eCTOL)— A category of “general aviation” having new or converted electric motors. Requires only electric charging at an airport.

Commercial Supersonic Technology (CST)— Renewed interest in developing commercial supersonic aircraft has emerged through several incumbent and new entrant aircraft manufacturers. Maryland’s existing airport infrastructure and policy generally would accommodate such aircraft without specific statewide action.

Commercial Space and Spaceport— The NASA Goddard Space Flight Center in Greenbelt is a premier space research and operating facility. It operates the Wallops Flight Facility near Chincoteague, Virginia, where launches are conducted. The launches from the Wallops site do not transit Maryland airspace. While Maryland is a leader in space-related technologies and economy, it is generally not anticipated to have launches due to the Federal Aviation Administration’s siting requirements for commercial spaceports.

Current State of AAM

AAM IN 2025

CURRENT STATE	
UAS drones are limited to small types that weigh less than 55 pounds and that must operate within the site of the operator on the ground. The number of registered UAS drones and drone pilots has surpassed traditional aircraft and pilots in Maryland.	Federal approval for larger commercial UAS drones that can fly beyond visual line of sight (BVLOS) is imminent. These vehicle operations will become more routine in the near-to mid- term.
RAM vehicle development and vehicle conversions are underway within Maryland.	Installation of electric aircraft chargers at smaller airports throughout the state. Initiation of new air taxi service offerings in the mid-term.
Airports are assessing improvements to accommodate new AAM vehicle operations, often as part of a master planning process. UAS-drone detection and restriction efforts are also underway at commercial airports.	Increased airport electrification. Improved segregation of UAS and traditional aircraft activity.
Regulatory environment for AAM is not yet established.	Federal pathways will be clarified. Council will make recommendations that support initiation of these operations within Maryland.
AAM deployments are entering demonstration phase.	Formation of regional and local collaboratives and partnership integrations.
Critical gaps in low altitude communications, navigation, surveillance, weather systems, and integrated mobility.	Ecosystem partnerships will begin adding ground infrastructure and services.
Charging and alternative fuelling infrastructure is limited.	These gaps will fill. Critical need to facilitate and coordinate a combine air/ground mobility system while reducing duplication, resource conflict, and adjacency conflicts.

Source: AECOM

UAS

UAS is already an existing industry that is progressing rapidly. There are now more registered drone owners in the United States than there are other types of aircraft, according to new figures from the FAA. In Maryland specifically, there are 2,806 aircraft in contrast to 9,259 drone owners, according to the FAA's main registry.²

ExxonMobil, GE, Shell, Dominion Energy, and Maryland-state agencies are using UAS for inspection and monitoring. Amazon, Alphabet (Google), FedEx, UberEats, Walmart, and DHL are either actively using or testing UAS for delivery. Apple has used drones to take pictures for Apple Maps, while design and construction firms are using UAS for construction applications like surveying and tracking project progress.

RAM

RAM service can be introduced with limited changes to infrastructure or policy, capitalizing on existing airports to support the integration of new and/or converted aircraft. Based on a study done at the Georgia Institute of Technology to evaluate passenger demand for RAM in the Northeast Corridor region of the U.S., it is forecasted that there could be a demand for approximately 25,000 passengers a day by 2040.³

Since RAM has fewer barriers to overcome compared to UAM, it is anticipated to emerge sooner than UAM. Additionally, since RAM will use existing, often underutilized airports, State facilitation can be more specifically targeted (e.g., assess airport infrastructure and facilitate electric charging).

A primary factor influencing the success of the RAM market is the anticipated lower acquisition and maintenance costs of the aircraft, which in turn, makes the flights feasible. Maryland companies are also involved in the conversion of traditional petroleum-fueled aircraft to hybrid-fueled.

UAM

Although not yet operational, heavy investments have been made into this emerging sector that includes the development of a new classification of aircraft and the systems needed to support urban operations. Some of the forecasts anticipate rapid growth following service initiation. Overall success of the industry depends on its ability to scale, which would drive costs lower. Before scaling, the industry is expected to evolve through a series of operational thresholds. Introduction of the new services and initial markets are anticipated to launch between 2026 and 2035. Although the system of UAM may take some time, introduction of service by eVTOL aircraft will likely occur sooner, filling various niches that currently exist in Maryland and that are being served by helicopters and small/light airplanes as a means of

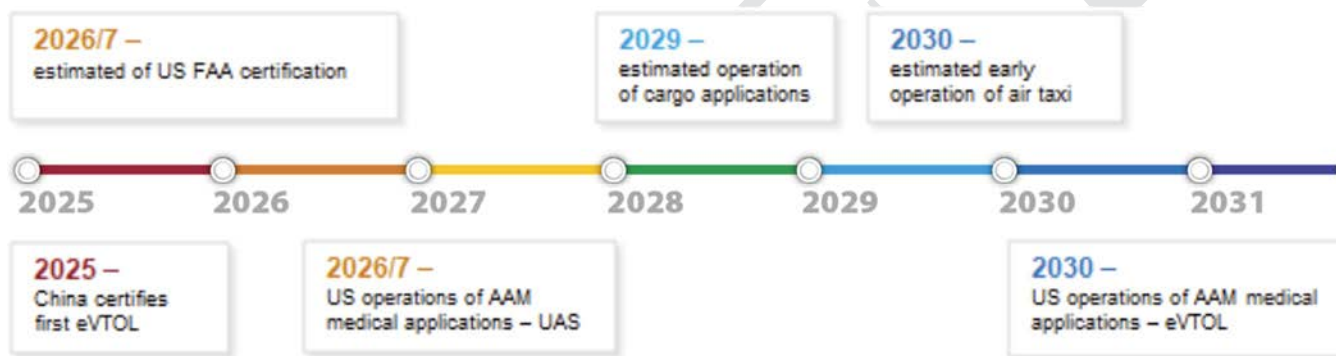
² [Small drones in Md., nation outnumber other aircraft - Baltimore Sun](#)

³ [Chapter 2 - Literature Review: AAM Market Demand Forecasts | Airport-Centric Advanced Air Mobility Market Study | The National Academies Press](#)



reducing aircraft operating and maintenance costs associated with traditional-powered aircraft. Additionally, many Maryland-based companies are active in the sector: research and development, system development (e.g., traffic management, surveillance, etc.), component development, logistics, and more. As the UAM system builds out, UAM (or mobility) hubs will emerge within the urban core and perhaps more significantly, in the “spoke” locations around it. The spoke locations may fill a variety of functions such as overnight charging/storage, maintenance and repair, training, ecosystem and vehicle control centers, and more.

While true UAM operations within Maryland may be deferred in the near term as the vehicle manufacturers continue the certification process, the development of supporting policy frameworks, charging and vertiport infrastructure, and digital ecosystem controls will require significant lead time to undertake. Establishing the basic framework for service introductions and initiating the partnership and outreach programs as soon as possible will enable Maryland to accommodate the new service offerings when they become available.



Why is AAM Important to MD?

The primary purpose of the Governor’s Executive Order is to best position Maryland for the potential economic benefits associated with advanced air mobility, to guide development to enhance and protect the quality of life throughout the state, and to support effective and efficient rollout of AAM in Maryland.

AAM has the potential to introduce many economic, societal, and environmental advantages to Maryland. It is important to note that UAS, RAM, and UAM are evolving at different rates, impacting Maryland over different timelines and varying by region. AAM offers Maryland an opportunity to connect all regions of the state with needed services and access to the entire statewide economy in new and more efficient ways.

AAM APPLICATIONS AND BENEFITS



Integration Impacts:

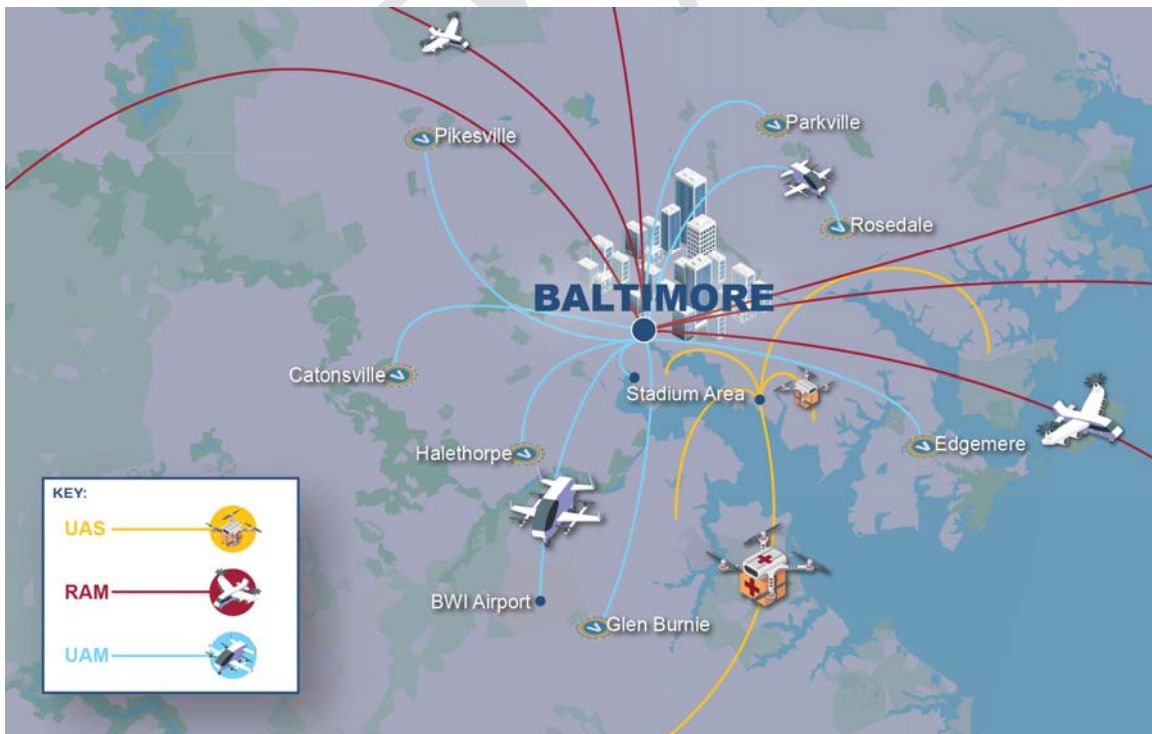
- ✓ **Facilitates** efficient and safe movement of people and goods.
- ✓ **Enhances** access to critical services.
- ✓ **Supports** development, equity, resilience, and sustainability.
- ✓ **Integrates** with and enhances existing transportation systems.

Source: AECOM

AAM IN THE REGION



AAM IN BALTIMORE



UAS

UAS can strongly enhance the aeromedical industry in Maryland, complementing the current administration's commitment reflected in the State's "Why We Care" initiative and participation in the federal States Advancing All-Payer Health Equity Approaches and Development Model (AHEAD) emphasizing access, and affordability of healthcare for all by providing improvements in medication delivery, medical equipment transport, and organ transplant. Furthermore, UAS offers potential life-saving capability during the critical period immediately following trauma known as the "Golden Hour" when care is most urgent. UAS can be a key part of the State's priority for ensuring world-class health systems for all Marylanders.

The University of Maryland (UMD) UAS Research and Operations Center (UROC) is involved in a UAS medical delivery project on Maryland's Eastern Shore, planning to collaborate with the University of Maryland Eastern Shore (UMES), TidalHealth Hospital, and the Maryland Department of Planning. UROC additionally functions as a testing site and research facility for UAS. The advancement of UAS for medical purposes will continue to provide opportunities for higher education research institutions to build core programs that benefit both the students and the state as a whole.

In addition to medical services, UAS can be instrumental in providing the people of Maryland with a wide variety of goods and services like emergency disaster relief, agricultural support, educational and technological resources for schools in remote areas, commercial and consumer goods, and environmental monitoring and conservation.

RAM

RAM is more implementable since it will use existing infrastructure: existing airports, airspace, and air traffic management systems. The modifications to the airplane motors from petroleum to electric or electric-hybrid are anticipated to significantly lower the cost of short-haul air travel, which in recent decades, was a thriving market which many airports were built to accommodate. With the potential re-emergence of this sector, the lost airport utility can be recaptured. Similarly, the additional roadway strain that occurred as travelers were forced to shift from short-haul commuter flights to vehicular travel across the State can be reversed to improve overall travel efficiency to nearby airports. Such improvements are more impactful to Maryland compared to other states due to its geography and dependence on bridges and heavily congested roadway corridors and beltways. By leveraging the state's existing network of airports and airfields, RAM can enhance mobility, support economic development through tourism and job creation, and improve access to emergency and public services across all regions.

Maryland has 218 total airports, with 18 included in the FAA's National Plan of Integrated Airport Systems (NPIAS). Considering Maryland's numerous underutilized airports and limited roadway capacity in many parts of the state, RAM possesses a strong opportunity to revitalize the interregional commuter market.

In Maryland, there is a significant opportunity for RAM development at the Sierra Nevada Integration Center at Hagerstown Regional Airport. Sierra Nevada is an aerospace, defense, and engineering company that is a key logistics and technology partner in the AAM space, particularly for cargo and military operations.

UAM

UAM has the ability to enhance mobility, reduce congestion, and improve access to services in urban areas by alleviating traffic congestion; providing first mile/ last mile connections to airports; connecting underserved urban neighborhoods to job centers, hospitals, and educational institutions; supplying rapid medical transport and organ/ blood delivery within cities; and circulating scenic/ tourism flights between urban attractions.

The Baltimore commute and intercity travel would be the primary initial focus for implementation of UAM in Maryland, considering the airspace restrictions of Washington D.C. are anticipated to remain in place during the early adoption phase.

How should Maryland Position for AAM?

The rapid growth of UAS has necessitated many states to develop UAS policies, which many have broadened to include other segments of AAM such as RAM and UAM. Approaches applied by other states can generally be categorized into three broad classifications: aggressive, restrictive, and passive. Although the states vary considerably in the subsets of AAM considered and the level of state-specific recommended actions, there is consensus focusing state actions on the following areas:

- **Statewide Outreach and Education**— Federal regulation Part 108 is under review with passage expected soon, permitting larger commercial drones to operate beyond visual line of sight (BVLOS). This will be a significant milestone that may come as a surprise to many Marylanders. It will be important to provide accurate and consistent messaging across all levels of government. While the State may develop a multi-year campaign to inform its residents, it will also be important to educate the entirety of the public sector, who are also largely uninformed of the new vehicles and their benefits and who will form a crucial element in the communication efforts.
- **Policy and Regulation**— Although the federal government will have an important role in establishing policy and regulation that will affect AAM development in Maryland and throughout the United States, the individual states and local government will be at the front lines in providing actions deemed necessary by their residents. AAM will increase low overflight activity and bring aviation to all communities. Moreover, the States, more than the federal government, have the ability to prepare for and support economic and general welfare on a statewide basis.

- **Infrastructure**— Electrification is a critical current undertaking also affecting ground mobility and other industry development. For AAM, early assessments of the State’s airports will be key in capturing early elements of both RAM and UAM. Statewide coordination of the various electrification efforts would allow for logical development patterns to occur while also avoiding conflict between adjacent electrification projects, improve complimentary efficiencies, and potentially combine air and ground mobility pattern as AAM can be considered an augmentation to ground transportation more than it is to air transport. Additionally, both digital infrastructure (i.e. ecosystem) and off-airport vertiport (or multiport) development cross over into advanced mobility automotive as the new “cars.”
- **Work with Operators**— Maryland will work with AAM operators to establish a the potential business models for AAM deployment and use case in order to establish a “big picture” for how AAM will evolve in Maryland.
- **Assess Airport Infrastructure**— Given the likely early emphasis on RAM and as a UAM bridge, Maryland’s existing airports will be assessed for potential fit within the AAM transportation network, assessed for adequacy of facilities, and priorities for improvements.

To accelerate the development and integration of advanced air mobility (AAM) policy, Maryland is following a similar approach used by most of the States through the formation of an advisory Council comprised of the highest levels of state government, municipal representation, academia, academia. Industry input will be sought via the Council.



COMPARISON OF STATE AAM PREPAREDNESS

	Strategic Plan	Planned OEM launch	Beta charger	Vertiports in design	Members of Multi-state	EO/Law	Committee	Manufacturing
<u>Georgia</u>	●	●	●		●			●
<u>Utah</u>	●			●	●		●	
<u>North Carolina</u>	●		●		●			
<u>Florida</u>	●	●	●	●			●	
<u>New York</u>		●	●	●				
<u>California</u>	●	●	●	●			●	●
<u>New Jersey</u>	●							
<u>Maryland</u>			●		●	●	●	
<u>Oklahoma</u>	●				●		●	
<u>Texas</u>		●		●	●		●	
<u>Mass</u>	●		●		●			
<u>Louisiana</u>			●		●			
<u>Virginia</u>	●		●				●	
<u>Minnesota</u>							●	
<u>Oregon</u>					●			
<u>Alabama</u>			●			●	●	
<u>Colorado</u>	●						●	
<u>Illinois</u>	●							
<u>Michigan</u>	●		●					
<u>Washington</u>					●	●	●	
<u>Arizona</u>							●	
<u>Arkansas</u>			●					
<u>Connecticut</u>			●			●		
<u>Maine</u>			●					
<u>Mississippi</u>			●					
<u>New Hampshire</u>	●		●			●		
<u>Ohio</u>	●	●	●	●	●		●	●
<u>Pennsylvania</u>	●		●					
<u>South Carolina</u>			●				●	●
<u>Vermont</u>			●					●
<u>West Virginia</u>			●			●		

Key: ● Underway ● Done

Next Steps and Report Organization

Additional sections will be added to the report as the Council continues its investigative, outreach, and deliberative process. Section titles will be established in general conformity with the E.O., with each section adding the additional detail required by the Council to develop recommendations. It is anticipated that the Council will engage industry and other stakeholders as part of smaller Working Group sessions and as part of full Council meetings. Following the completion of the report and delivery of final recommendations to the Governor, it is anticipated that additional engagement and learning will be required. The primary focus of this report is on those initial actions to be taken by the Governor to prepare Maryland for initial AAM services. Subsequent efforts will be needed as the industry evolves and after AAM services are introduced.

DRAFT