2016-2017 ENGINEERING, REPORTING & ANALYSIS COMMITTEE (ERAC), as of 02/28/17

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ASSOCIATE MEMBER ROSTER (continues next page)
NOTABLE DATES – 2017 CYCLE – will be updated as needed

- December 7, 2016 – next NASBLA Executive Board teleconference (conducted; see board action on ERAC_IR&A-2017-1)
- January 9-13, 2017 – ABYC Standards Week & Annual Meeting (completed)
  - March 11, 2017 – VIRT committee meeting
  - March 23-25, 2017 – NBSAC meeting
  - March 28, 2017 – next in-person NASBLA Executive Board meeting
  - March 29-30, 2017 – BLA Workshop
  - March 31, 2017 – ERAC and Enforcement committee meetings
  - April 22-23, 2017 – Education committee meeting
  - April 23-26, 2017 – IBWSS
  - May 14-17, 2017 – WSBAA conference
  - May 15-17, 2017 – American Boating Congress
  - June 2-4, 2017 – NASBLA Executive Board in-person meeting (pre-Leadership Academy)
  - June 4-9, 2017 – NASBLA Leadership Academy
  - Sept. 10-13, 2017 – NASBLA Annual Conference

COMMITTEE WORKING DOCUMENTS: Basecamp https://nasbla.basecamphq.com/clients

DOCUMENTS AND MESSAGES PERTAINING TO ERAC OVERALL:

FINAL PRODUCTS / PUBLIC RESOURCES:
ERAC committee page at www.nasbla.org/ERAC
ERAC charges, products, reports at www.nasbla.org/ERACdocs
The Lighthouse at www.nasbla.org/lighthouse
MONITORING & EVALUATION (Glenn Moates, ERAC Chair / Subcommittee Leader)

Monitor, evaluate, collaborate or take other action as needed on policy proposals, rulemaking, issues, and projects in areas covered by the committee.

2017 CHARGE [ERAC_M&E-2017-1]: Give input to U.S. Coast Guard policy and regulatory proposals and actions in areas covered by the committee: Monitor and research Federal Register notices to inform the states and encourage them to provide feedback to U.S. Coast Guard policy initiatives and regulatory proposals on accident reporting and other areas covered by ERAC. Coordinate the content development of NASBLA’s organizational responses to such notices and use all appropriate NASBLA channels (especially its Federal Register webpages and the NASBLA Lighthouse On the Horizon and discussion forum portals) to inform and encourage discussion among the states.

NASBLA monitors the Federal Register for federal agency notices, proposed rules, and final rules that could impact recreational boating and RBS programs in the states. In recent years, because of the number of notices involving matters covered by the committee, ERAC has taken the lead in monitoring, analyzing, and chronicling the proposed policy and regulatory actions, and communicating with NASBLA membership about their significance for the states. This will continue in the 2017 cycle as ERAC monitors the Federal Register for Coast Guard issuance of any formal response to feedback submitted by NASBLA and the states regarding the draft Recreational Boating Accident Reporting Manual proposed by the Coast Guard in 2015; updates to CG-3865, the Coast Guard’s Boating Accident Report Form, that are expected to reflect, at minimum, regulatory changes effective January 2017; and notice of proposed, comprehensive accident reporting system reforms stemming from a regulatory project that has been in the Coast Guard pipeline since mid-2012.

Team Members: Glenn Moates, Johanna Naughton, Amy Rigby, Seth Wagner, Bruce Rowe, Tammy Terry, Don Kerlin.

TRIAGE (committee process): Ensure that the Triage, developed in 2014 and implemented in early 2015, operates effectively and continuously as a committee process to ensure the year-round capture and timely disposition of issues and topics that come to ERAC through various internal and external sources.

Through an annual charge proposal and approval process, the NASBLA Executive Board gives initial assignments to ERAC and the other NASBLA policy committees; then, throughout the committee cycle, the committees develop work products in response to those charges. But recreational boating issues and critical events do not “stop at the door” of this annual process; they come to the committees’ attention throughout the cycle from various sources and in various forms. In 2014, ERAC developed a procedure intended to guide its receipt, evaluation and disposition of new and emerging issues, topics and ideas that come to its attention. The procedure was designed to improve the committee’s ability to make timely and appropriate responses to the submissions. With the 2016 cycle, the “triage” transitioned from a “charge” to a committee process.

Triage Team: ERAC Chair (Glenn Moates), ERAC Vice Chair (Kris Wahlers), Board Liaison (Kenton Turner), and two at-large members—Eric Lundin and Bruce Rowe—assigned by Chair, effective 11/23/16. Dick Snyder will continue serving as a resource to the team.
**Ongoing activity:** Stay informed about and interact with other NASBLA policy committees and panels on work projects of mutual interest. Make assignments to other ERAC subcommittees, as needed.

As part of its charter, ERAC has committed not only to monitoring the important work of other groups and organizations in the broader recreational boating community, but also interacting with other NASBLA committees and panels on projects and issues of mutual interest. The purpose is two-fold: to add more value to ERAC products and to determine how ERAC can effectively serve as a resource and partner to the other NASBLA components.

**KNOWLEDGE & CONTENT MANAGEMENT (Kris Wahlers, ERAC Vice Chair/ Subcommittee Leader)**

Develop, maintain, and deliver ERAC’s products in alignment with NASBLA’s knowledge, content and learning management systems.

- **2017 CHARGE [ERAC_K&CM-2017-1]:** Continue developing the NASBLA Lighthouse Forum: Continue developing the content, components, and protocols of the [NASBLA Lighthouse](#). Continue uploading and classifying library resources according to NASBLA protocols. Implement best practices for driving users to the webpages and increasing active membership and participation in the discussion and library components. Ensure existing content and files migrate when NASBLA transitions to new knowledge, content, and learning management system platforms. Integrate any further work on the [Accident Reporting Terms and Definitions](#) Reference and Resource Modules (v2013.2; ERAC-2016-B1) into the Lighthouse development.

  In October 2014, ERAC launched the [Lighthouse](#), an online forum first imagined in 2010 by a charge team that had been trying to determine what methods and data could best be used to answer a set of critical boating safety research questions. Members envisioned a gathering place where users and producers of recreational boating data—from all sectors—could locate viable resources and information for their research and share successful practices that could apply to their work. The site has evolved, and today, it consists of two components: public webpages with information products and tools developed by or in coordination with ERAC, issue alerts, and resource links; and a member portal to a discussion forum and library on NASBLA’s Connect. In 2017, the team must balance content development and strategies for increasing participation with the challenges—and opportunities—posed by migrating to a new platform.

  **Team Members:** Kris Wahlers, Tammy Terry, Karen Steely.

- **Monitor and collaborate with NASBLA Enforcement & Training Committee as needed regarding additional delivery methods for two 2016 ERAC products.** The following charges were drafted for and adopted by Enforcement and are LE_TT-2017-5 and 5A in Techniques & Technology subcommittee:
  - **Identify effective delivery methods for 2016 “Good Practices: Writing Recreational Boating Accident Narratives”:** In follow-up to the 2016 ERAC completion of product content (narrative writing guidance and sample narratives), identify—and work with ERAC to implement—the most effective method(s) for delivering and encouraging widespread use of this information by officers, investigators, and any other state personnel involved in reviewing accident reports.
  - **Identify effective delivery methods for 2016 “Guidance: Documenting Alcohol or Drug Involvement as a Contributor in Recreational Boating Accidents”:** In follow-up to the 2016 ERAC completion of product content (guidance for selection of alcohol and drugs as contributing factors) identify—and work with ERAC to implement—the most effective method(s) for delivering and encouraging widespread use of this information by officers and investigators.

Knowledge & Content Management monitoring and collaboration activity continues next page
In January 2015, two charges emerged from the inaugural run of the ERAC Triage. Both were proposed by a NASBLA state member, vetted in the Triage, and accepted by NASBLA’s Executive Board as multi-year projects aligned with ERAC’s efforts to improve the quality, accuracy, and consistency of data gathered in recreational boating accident reports. The ultimate goal, like related projects, would be improved understanding of accident causes and factors. ERAC was charged with developing content that would be passed to NASBLA’s Enforcement & Training Committee to identify the most effective methods for delivering it to the enforcement community. One project would focus on helping officers and investigators write clearer, more consistent accident report narratives and aiding state personnel who review and submit the reports to the Coast Guard’s Boat Accident Report Database (BARD); the other would guide officers and investigators in determining and accurately recording alcohol or drug involvement as contributors in boating accidents. ERAC completed the content of both in August 2016, made them available at the Lighthouse Get Equipped page, and passed them on to Enforcement.

Enforcement Work Group: Matt Majors (charge leader), Tom Shipp, Tim Baumgarten, Barry Lucero, Joe Carro
ERAC Team Members: Glenn Moates, Gary Haupt, Eric Lundin, Amy Rigby, Johanna Naughton,

INVESTIGATION, REPORTING & ANALYSIS: (Seth Wagner, Subcommittee Leader)
Conduct work to improve the criteria, processes, and training associated with reporting, collecting, entering, and using accident data.

2017 REVISED CHARGE [ERAC_IR&A-2017-1]: Facilitate the states’ ability to employ clear, consistent policy and decision criteria and procedures in gathering and reporting recreational boating accident data: [This is an expansion of a 2017 charge originally approved to seek ways for the states to use the standardized accident report terms and definitions approved by NASBLA members in 2012-2013 in the absence of federal-level implementation of those selections, to date.] Develop a “best practices” resource manual for states to employ in gathering and recording accident report data for their own use and in reporting that data to the U.S. Coast Guard. In developing the manual’s contents, closely monitor and incorporate, as needed, any new U.S. Coast Guard policy and regulatory actions in this field (see also charge, ERAC_M&E-2017-1, “Give input to U.S. Coast Guard policy and regulatory proposals and actions”).

In 2012 and 2013, NASBLA membership approved updated, standardized accident report terms and definitions in five major report form categories: accident types, contributing factors, operation, activity, and vessel types/subtypes. ERAC had developed those revised lists—intended for use at the state level and incorporation into the federal database—through a multi-year, intensive, consensus-based project conducted in partnership with the states and the U.S. Coast Guard. All resources from the project—the lists, transition guidance, and reference and resource modules for states to implement and train on the consistent use of the terms—have been publicly available on the Lighthouse Accident Reporting Terms & Definitions Project page. But while many states have been eager to implement the revised lists, multiple factors have thus far worked to frustrate their efforts, including a moratorium on states’ ability to request changes to their own BARD-Web entry screens and delays in the Coast Guard’s adoption of the corresponding term changes at the national level. In 2016, ERAC initiated discussions on alternate ways to help states begin using the terms and drafted a continuing charge for 2017, which was approved by the NASBLA Executive Board.
At the board’s October 2016 meeting, however, in light of continuing uncertainty about the timing and nature of Coast Guard actions on the BAR manual draft (COMDTINST 16782.1), and in the interest of expediting consistent, clear accident reporting guidance and practices for the states, the board directed ERAC to proceed with developing a manual that would assemble and build upon work conducted over the years. The directive was not to add a separate, new charge to ERAC’s portfolio, but instead have the committee recommend a revision and expansion to an existing charge. As a result, the original IR&A-2017-1 has been revised to accommodate the expanded activity and accepted by the board effective Dec. 7, 2016. In doing so, the reference to M&E-2017-1 was retained as the team will need to be mindful of any Coast Guard release of a revised or final COMDTINST or further progress in regulatory activity in this area. Note that any product resulting from this charge will need to be developed within a timeframe that can accommodate review and approval by NASBLA member states.

**Team Members:** Glenn Moates, Gary Haupt, Joe McCullough, Johanna Naughton, Amy Rigby, Caroline Mantel, Tammy Terry, Susan Weber, Don Kerlin.

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**2017 CHARGE [ERAC_IR&A-2017-2]: Roll out and continue refining the state-level statistical report template:** In coordination with the U.S. Coast Guard, roll out this BARD-based report template for use by the states in creating their own accident statistics reports. Request product changes and enhancements that might be identified through states’ experience with the product. Refine instructional materials and maintain them and links to other template resources on the NASBLA Lighthouse Get Equipped dedicated subpage at [www.nasbla.org/lhstatreport](http://www.nasbla.org/lhstatreport).

Over the years, ERAC has learned that many states want or need to identify recreational boating accident-related issues or answer questions posed by the public or legislators, but they do not have the resources, time or expertise to easily and accurately build statistical reports on their own from BARD queries. Even states that already produce basic reports are looking for ways to improve their products and reduce production time and effort. Working with the Coast Guard, ERAC developed the contents for a template intended to give states the ability to more easily and accurately generate state-level statistical reports from the accident report data they enter into BARD. The template, built into BARD-Web, will allow users to generate an editable Microsoft® Word document with narrative, summary statistics, and detailed tables. At the close of the 2016 cycle, the product was undergoing final testing and revision with intent to go live by the end of November. That month, however, the Coast Guard announced the procurement of a new BARD vendor and upcoming focus of attention on the system transition period for the agency and state users. This development will delay implementation of final revisions to the online product and to the go-live date but, post rollout, is not expected to adversely affect future product development.

**Team Members:** Glenn Moates, Paul Newman, Joe McCullough, Johanna Naughton, Amy Rigby, Susan Weber, Don Kerlin.

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**2017 CHARGE [ERAC_IR&A-2017-3]: Continue piloting and refining best practices for gathering and examining human factors data:** Continue working with Florida and Oregon, the two pilot states tapped to apply the 2016 revision of the human performance investigation guidance and supplemental report form. Examine data they collect, release the analyses and lessons learned, and refine the guidance and form as needed. Continue building the human factors product webpage in the Lighthouse Get Equipped portal and the resources in the Lighthouse Library. Communicate and coordinate, as needed, with the National Boating Safety Advisory Council (NBSAC) as it pursues work in this area.

**Investigation, Reporting & Analysis charge 2017-3 continues next page**
Investigations into aviation, commercial shipping, rail, and highway accidents indicate the majority of causes or contributing factors are related to human failures. There is a strong likelihood the same can be said for recreational boating accidents. But getting to more conclusive evidence on their contribution calls for consistently-collected data and information identifying factors that contributed to the accident and also getting at how and why failures occurred.

Four years ago, ERAC began its trek toward understanding human error and factors that might be associated with performance failures in recreational boating accidents. Since then, a charge team has worked with a “lite” version of the Dept. of Defense’s Human Factors Analysis and Classification (HFACS) for analyzing accident cases, and used human performance investigation tools developed by the National Transportation Safety Board to determine whether more human factors information can reasonably be gathered in the context of recreational boating accident investigations. The result was ERAC’s 2014 release of guidance and a supplemental report form for use by officers and investigators in states wishing to augment their recreational boating accident investigations, add to the knowledge about human factors, and use it to evaluate their own safety programs and strategies. When the package needed some real-world testing, Tennessee took up the challenge and applied it to their investigation of 2015 recreational boating fatalities. Their analysis led to 2016 updates to the investigative guidance and report form, for use by two other pilot states.

**Team Members:** Glenn Moates, Dan Maxim, Rachel Graham, Eric Lundin, Gary Haupt, Caroline Mantel, Fred Messmann, Ted Sensenbrenner, Karen Steely, Don Kerlin.

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**RBS STATISTICS & RESEARCH (Penny Kanable, Subcommittee Leader)**
Identify and work to improve accident and other boating statistics for the purpose of identifying risk factors, patterns, and trends.

- **2017 CHARGE [ERAC_S&R-2017-1]:** Explore the implications of a possible recalculation of the numerator used in recreational boating fatality rates: As a follow-up to work conducted in prior years regarding the implications of modifying the fatality rate denominator (registered boats versus exposure hours estimated via the NRBSS), determine the feasibility and implications of recalculating the fatality rate numerator on the basis of the accident victim’s state of origin rather than the accident location.

In the run up to the 2014 data release from the Coast Guard’s 2012 National Recreational Boating Survey, a charge team worked to understand what had gone into the production of the survey’s exposure hour estimates, the pros and cons of using those hours—instead of registered boats—as the denominator in fatality rates, and what those differences could potentially mean for individual states and the state-to-state comparisons. Among things learned in the process was that while exposure hour-based statistics may be preferable for calculating risk, they do not result in flawless measures of the effectiveness of states’ boating safety initiatives. As described in a 2015 ERAC research brief, the statistic does not take into account the state where the boat is registered, only where the fatality occurred. That is a potential issue. Many states have boating opportunities that attract boaters from other states, but fatalities involving those out-of-state boaters are included in the rates for the state where the accident occurred instead of where the boat was registered. Out-of-state boaters may lack local knowledge, and are at least partially products of their home states’ safety cultures. In 2017, ERAC will build on preliminary Coast Guard work and investigate the feasibility and implications of recalculating the numerator for fatality rates based on the boater’s state of origin, rather than the state where the accident occurred.

**Team Members:** Penny Kanable, Rachel Graham, Dan Maxim, Gene Molteni, Susan Weber, Don Kerlin.
2017 CHARGE [ERAC_S&R-2017-2]: Provide input to the design and analysis of the next iteration of the National Recreational Boating Safety Survey (NRBSS): In accord with the Memorandum of Understanding between the U.S. Coast Guard and NASBLA (Feb. 2016), and in service to the states’ interests, provide constructive advice to the Coast Guard on the design, methodology, and analysis of the next iteration of the survey anticipated to launch sometime during new committee cycle. Maintain the NRBSS webpage in the Lighthouse Get Equipped portal.

ERAC has been charged with exploring the Coast Guard’s National Recreational Boating Survey since 2012, and the resulting products and resources can be found on a dedicated page in the Get Equipped portal of the Lighthouse. The committee’s work with the data and findings, though, was preceded by a concerted effort to understand the NRBS methodology, scope, and survey instruments. Why? For one thing, to be in a better position to accurately and effectively interpret and convey the survey findings for NASBLA members, especially as they related to the survey’s generation of exposure hours by state; for another, to offer the Coast Guard constructive input relevant to analyzing the 2011 and 2012 survey data and to the design of future surveys. Twice in 2013, ERAC submitted input. In September 2016, the Coast Guard initiated the first step in a two-stage grant process to select the vendor that will administer the next NRBS in 2018. In the 2017 cycle, ERAC will reprise its role on behalf of NASBLA and the states (2016 MOU USCG/NASBLA 4.g. “…Given the potential for utilizing survey data to evaluate state-to-state program effectiveness, the USCG will openly receive and formally acknowledge recommendations from the NASBLA concerning the design and development of the national survey, as well as the analysis of survey results.”)

Team Members: Penny Kanable, Rachel Graham, Joe McCullough, Tammy Terry, Dan Maxim, Fred Messmann, Ted Sensenbrenner, Gene Molteni, Bruce Rowe, Don Kerlin.

2017 CHARGE [ERAC_S&R-2017-3]: Continue to explore the feasibility of linking VIS (Vessel Identification System) and BARD: Explore the possibility of auto-populating certain vessel-related fields in BARD with available VIS data for the purposes of saving entry time and averting entry errors. Monitor anticipated changes in U.S. Coast Guard technology that could address previously-identified security issues that prevented progress on the related strategy that had been incorporated into the 2012-2016 iteration of the National RBS Strategic Plan.

The 2012-2016 version of the National RBS Strategic Plan incorporated an objective with a set of strategies addressing different aspects of boating accident reporting. One was to link BARD with the Vessel Identification System (VIS) to “better ensure accuracy and reliability of the data and the ability to uniformly analyze trend data to support interventions.” Due to various internal security and budgetary issues at the Coast Guard, however, the strategy went unfulfilled at the close out of the current plan. However, for the 2017 committee cycle, the NASBLA Executive Board considered the benefits of linking BARD and VIS important enough for data accuracy and efficiency that it has directed ERAC and the Vessel Identification, Registration & Titling Committee (VIRT) to continue monitoring the prospects, especially as the Coast Guard implements technology changes that could address at least one of the previously prohibitive issues.


Assist the NASBLA Paddlesports Committee on data collection and research as needed on two of its charges:

- **PADDLE 2017-4 Policy Evaluation - Trends**: Gather the best available data from any and all sources that can help evaluate status and trends of paddling within the United States, patterns and commonalities of accidents and injuries to inform discussions and debate. Coordinate with ERAC.

- **PADDLE 2017-5 Policy Evaluation - Survey**: Survey NASBLA members and participating stakeholders to identify the most important data gaps and make recommendations as to how to fill those gaps. Coordinate with ERAC.
In early 2015, NASBLA established a new ad hoc group to engage the association’s members in dialogue with a diverse group of paddlesports stakeholders. The intent was to find or increase opportunities for growing a culture of safety across the states while promoting participation in the activities. For the 2017 cycle, the NASBLA Executive Board has elevated the group to a standing policy committee on Paddlesports. In areas of mutual data and research interests and trends identification, ERAC stands ready to have discussions and partner with this new committee.

**Team Members:** Penny Kanable, John Girvalakis, Rachel Graham, Joe McCullough, Johanna Naughton, Amy Rigby, Seth Wagner, Dan Maxim, Gene Molteni, Bruce Rowe, Susan Weber, Don Kerlin.

**ENGINEERING & EQUIPMENT (Joe McCullough, Subcommittee Leader)**
Identify and examine engineering issues, equipment design and related efforts that could mitigate risk factors identified through the committee’s activities.

While *engineering* is at the front of ERAC’s name, the committee’s work in accident *reporting* and boating data *analysis* has been more prominent in recent years. As a result of submissions of potential charge work from NASBLA state and associate members and an issue triage conducted in early 2015, however, ERAC began the process of “re-exploring” the scope and type of engineering- and equipment-related topics that it could recommend to the NASBLA Executive Board as potential additions to ERAC’s portfolio of charge work. Under the subcommittee structure established at the beginning of calendar year 2016, and as a prelude to seeking board assignments, this ERAC group served primarily as an enhanced monitoring body and core base for identifying issues of priority to the states and subjects under discussion by key external organizations and subcommittees associated with the National Boating Safety Advisory Council’s (NBSAC’s) Boats & Associated Equipment Subcommittee, and American Boat & Yacht Council (ABYC), among others. In the 2017 cycle, the group was formally assigned one charge and will continue “pre-charge” or exploratory activities initiated in 2016, one of which will call for close monitoring of related charge work by NASBLA’s Enforcement & Training Committee and the other, coordination with the Paddlesports Committee on a charge developed by that group.

**2017 CHARGE [ERAC_E&E-2017-1]: Identify best approach(es) for capturing and recording vessel hull design characteristics and related detail in accident investigations:** Assess the feasibility of adding a mechanism for officers and investigators to capture specific hull design characteristics as part of boating accident investigations and for recording that detail in BARD for annual statistics and as-needed review. Intent is to capture such data to allow for improved understanding of potential design flaws that may lead to serious injury or death.

This charge pertains to handling issues that have surfaced in relation to “Texas Flats” boats and other shallow water boats (USCG Boating Safety Circulars [88](Fall 2014) and [89](Spring 2016)). Currently, hull design information is not systematically entered in BARD for ongoing evaluation or when circumstances arise. Like its other efforts to increase the quality and consistency of accident detail, the task for ERAC in 2017 will be to identify the best—and most officer-friendly—means for recording these characteristics.

**Team Members:** Joe McCullough, Gary Haupt, Glenn Moates, Kris Wahlers, Brian Goodwin, Dick Snyder, Gene Molteni, Phil Cappel.

*Continue topic explorations from 2016 and coordinate with other committees’ efforts in these areas:*

**Engine cut-off switches (ECOS) and their use by the boating public:** Contact the states that currently have laws requiring ECOS/lanyard use on recreational vessels (beyond PWCs) and collect more comprehensive information on their implementation. Collect information on the impetus for and
enactment of the legislation; quantitative and anecdotal indicators of “success”; the kinds of outreach to and education of the boating public that has been undertaken by these states; and challenges or barriers encountered (by these and perhaps other states) in the legislative, regulatory and implementation processes. [Monitor NASBLA Enforcement & Training Committee 2017 charge LE_TT-2017-4, “Cut Off Switch Wear” as it relates to developing a better understanding of the number of marine law enforcement agencies within member organizations that have a mandatory wear policy for officers and to the possible development of guidance to increase wear rates.]

**Team Members:** Joe McCullough, John Girvalakis, Fred Messmann, Ted Sensenbrenner, Dick Snyder, Karen Steely, Phil Cappel.

- **Nature and extent of basic flotation issues, as they apply to canoes and kayaks:** Analyze data from a sample of states, both SAR and BARD data, for injuries that reach reportable thresholds as well as near misses. Take additional steps if issue is determined to be significant. [As of November 2016, consultation and collaboration is underway with NASBLA Paddlesports Committee regarding feasible actions/next steps. [A formal charge had been identified by Paddlesports regarding Flotation Standards (i.e., for 2017, create a subcommittee to review manufacturing standards for kayaks and canoes to determine if current standards are sufficient, plan for a process to involve stakeholders in making recommendations for improving standards).]

**ERAC Team Members:** John Girvalakis (lead), Joe McCullough, Paul Newman, Dick Snyder, Brian Goodwin, Alex Cascione, Phil Cappel.