Cause Mapping®

ThinkReliability®

Thank you for taking time to review our current understanding of the New Orleans Truck Attack.

This document is a sample of a ThinkReliability incident analysis report, offering a comprehensive view of the New Orleans Truck Attack. Our Root Cause Analysis (RCA) approach goes beyond surface-level insights, helping teams and stakeholders gain a deeper understanding of the causes behind issues. Instead of a traditional narrative, this report leverages visual diagrams with clear annotations to communicate the incident's details in an accessible and engaging format.

In addition to analyzing public events like this, we offer expert facilitation for your organization's incident investigations. Over 90% of the cases we handle can be conducted remotely, providing flexibility and efficiency. Here's why organizations choose ThinkReliability for RCA support:

- Deliverables with actionable solutions
- Technical RCA guidance and expertise
- Neutral third-party perspective for multi-departmental or multi-company investigations
- Efficient RCA execution, minimizing time and manpower demands
- Capability to manage complex investigations seamlessly
- Expert facilitation of RCA interviews and meetings
- Support in organizing and presenting RCA findings
- Experience in handling Privileged and Confidential investigations
- Clear communication of RCA outcomes to management

If you'd like to explore how we can assist with your incident investigations, call our office (281-412-7766) or submit a request on our website, thinkreliability.com. We'd be happy to discuss how our expertise can add value to your process.

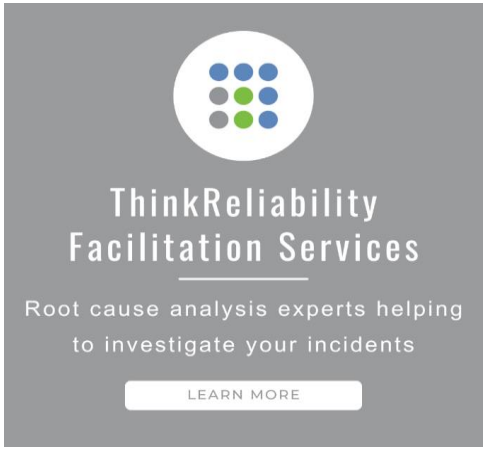
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New Orleans Truck Attack - Bourbon Street

Bourbon Street, New Orleans, LA
January 1, 2025

Cause Mapping®

1. Problem
2. Analysis
3. Solutions

SUMMARY FILE - Contents

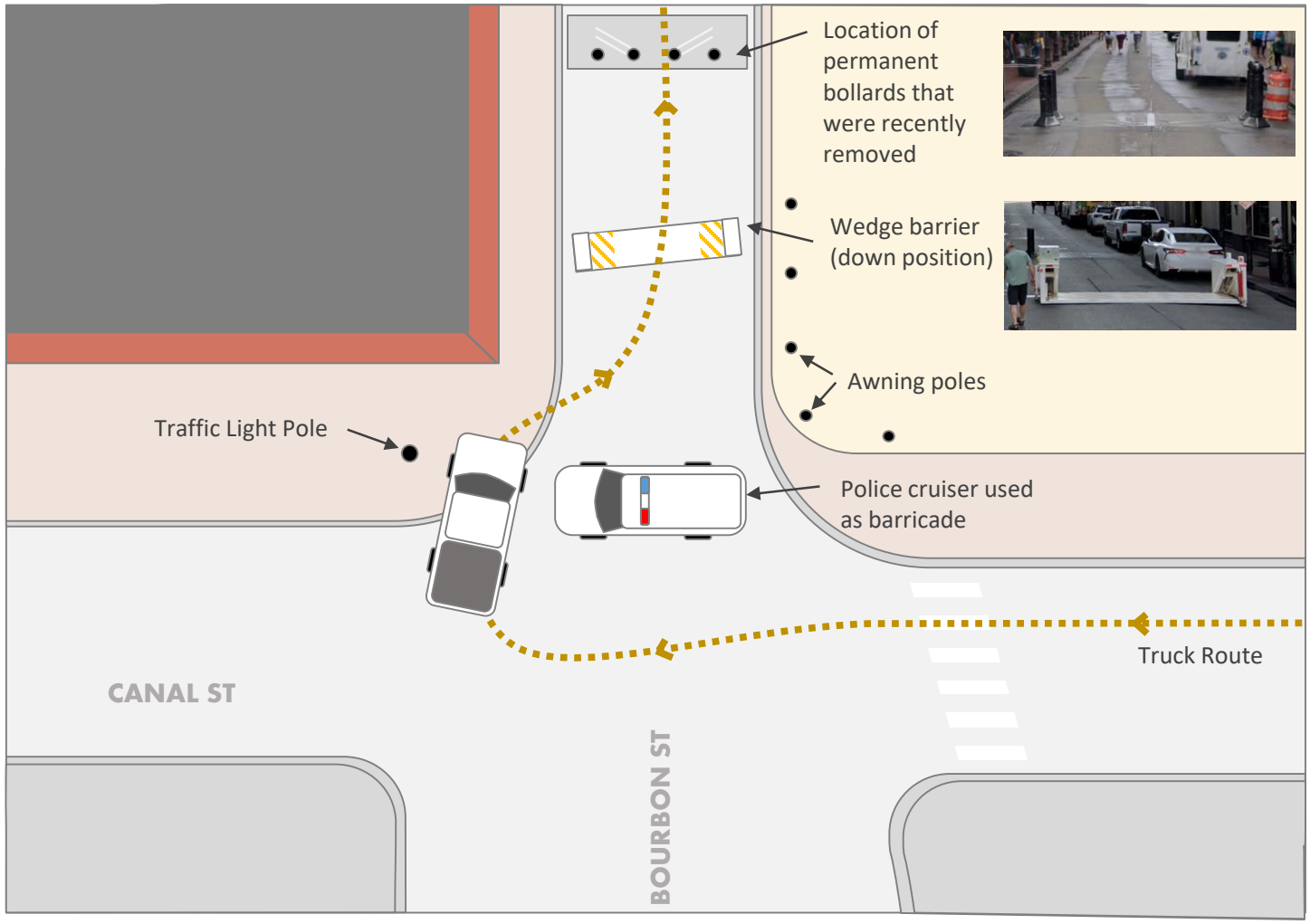
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Summary

On January 1, 2025, at approximately 3:15 a.m., a man drove a pickup truck into a crowd on Bourbon Street in New Orleans, Louisiana, during New Year's celebrations. After crashing the truck into pedestrians, the perpetrator exited the vehicle and opened fire, engaging in a shootout with police officers. The standoff ended when the suspect was fatally shot by law enforcement. The attack left 15 people dead, including the attacker, and at least 57 others injured, including two police officers who were shot during the confrontation.

This investigation report focuses on how the suspect was able to bypass barricades at the corner of Bourbon and Canal Streets to gain access to the crowded area.



Problem Outline

		New Orleans Truck Attack
What	Problem(s)	Truck attack on New Years Day 2025
When	Date	January 1, 2025
	Time	around 3:15AM
	Different, unique, changed	Large # of pedestrians on Bourbon St, Permanent bollards removed
Where	Facility, site	Bourbon Street, New Orleans, LA
	Task(s) being performed	Hosting New Years celebration

Impact to Goals

Safety	15 lives lost (including perpetrator), 57+ suffered injuries		
Environmental	n/a		
Operations, Schedule	Sugar Bowl delayed 1 day, Hotels evacuated, Bourbon St area shut down		
Equipment, Property	Property damage		
Labor, Time	Extensive - public resources		
		This incident	$0
Frequency	?		
		Annualized cost	$0

Timeline

Date	Time	Description	Source, Reference, Note
July 14, 2016		Nice Truck Attack, leads NOLA to improve Burbon Street security	
2017		Permanent bollards installed on Burbon Street , hydraulic roadblocks added to ensure Burbon street remained protected during installation Portable Archer barriers purchase for use on Bourbon St	
February 2017		Portable Archer barriers used for Mardi Gras Parade on Burbon Street Permanent bollards jammed with Mardi Gras beads, stop working	
November 2019		Security assessment recommends fixing bollards on Burbon Street	
November 2024		Project starts to replace old bollards on Burbon Street	
November/December 2024		Bollards removed from Burbon Street, orange traffic drums used to secure area, hydraulic roadblocks not used wedge barriers left down to allow emergency vehicles to get through	
December 6, 2024		DHS/FBI issues bulletin warning law enforcement about lone offenders, specifically vehicle ramming	
December 20, 2024		German Christmas Market Vehicle Attack	
		Follow-up "Critical incident note" issued by DHS FBI from Dec 6th bulletin	
December 31, 2024		Plastic barricades, fencing, and police cars used to secure area for New Years Eve Archer barriers not used	
January 1, 2025	3:15AM	Truck driven up onto sidewalk around police car barricade Truck driven over wedge barrier (down position) Truck driven into crowds of people down Bourbon Street	
January 2, 2025		Archer barriers installed in response to incident	

Photos



Picture of a wedge barrier on Bourbon St in the down position.

Photo credit: Google Earth



Photo of wedge barrier (after the incident)

Photo credit: Ryan Deis



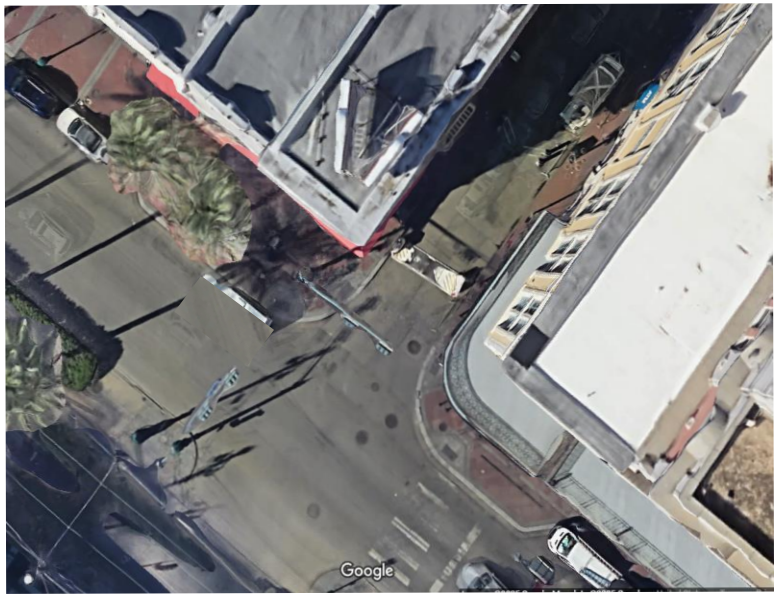
Picture of Archer barrier deployed on Bourbon St following the incident.

Photo credit: Ryan Deis



Picture of the bollard system that had been removed. The two bollards behind are designed to move via the tracks to barricade the road. Those tracks regularly were jammed with Mardi Gras beads.

Photo credit: Google Earth



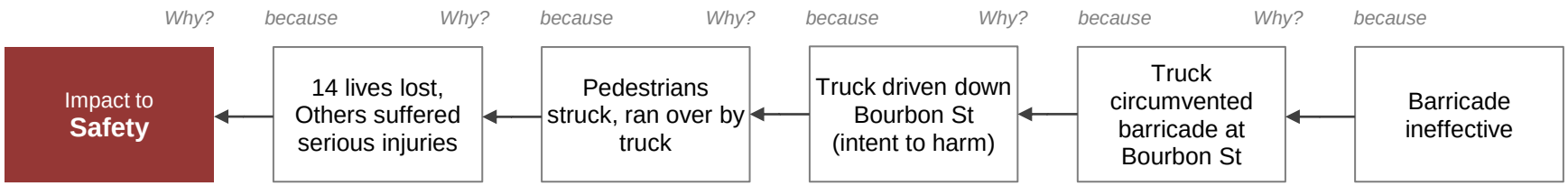
Overhead view of the intersection at Bourbon and Canal St.

Photo credit: Google Earth

New Orleans Truck Attack - Bourbon Street

5-Why Cause Map™ Diagram

A 5-Why Cause Map is a starting point for the cause analysis. It provides a basic understanding of the intial causes the produced the incident. While the 5-Why below is accurate, it only represents a partial explanation of the causes that produced the incident. Starting with the 5-Why provides a baseline understanding that can then be expanded as needed to reveal additional causes that contributed to the incident.



How To Read a 5-Why Cause Map

The 5-Why Cause Map starts with an impacted goal and is then read left to right by asking Why? Questions. For example:

Why was Safety Impacted?
Because 14 lives were lost, others suffered serious injuries.

Why were 14 lives lost, others injured?
Because pedestrians were struck, ran over by a truck.

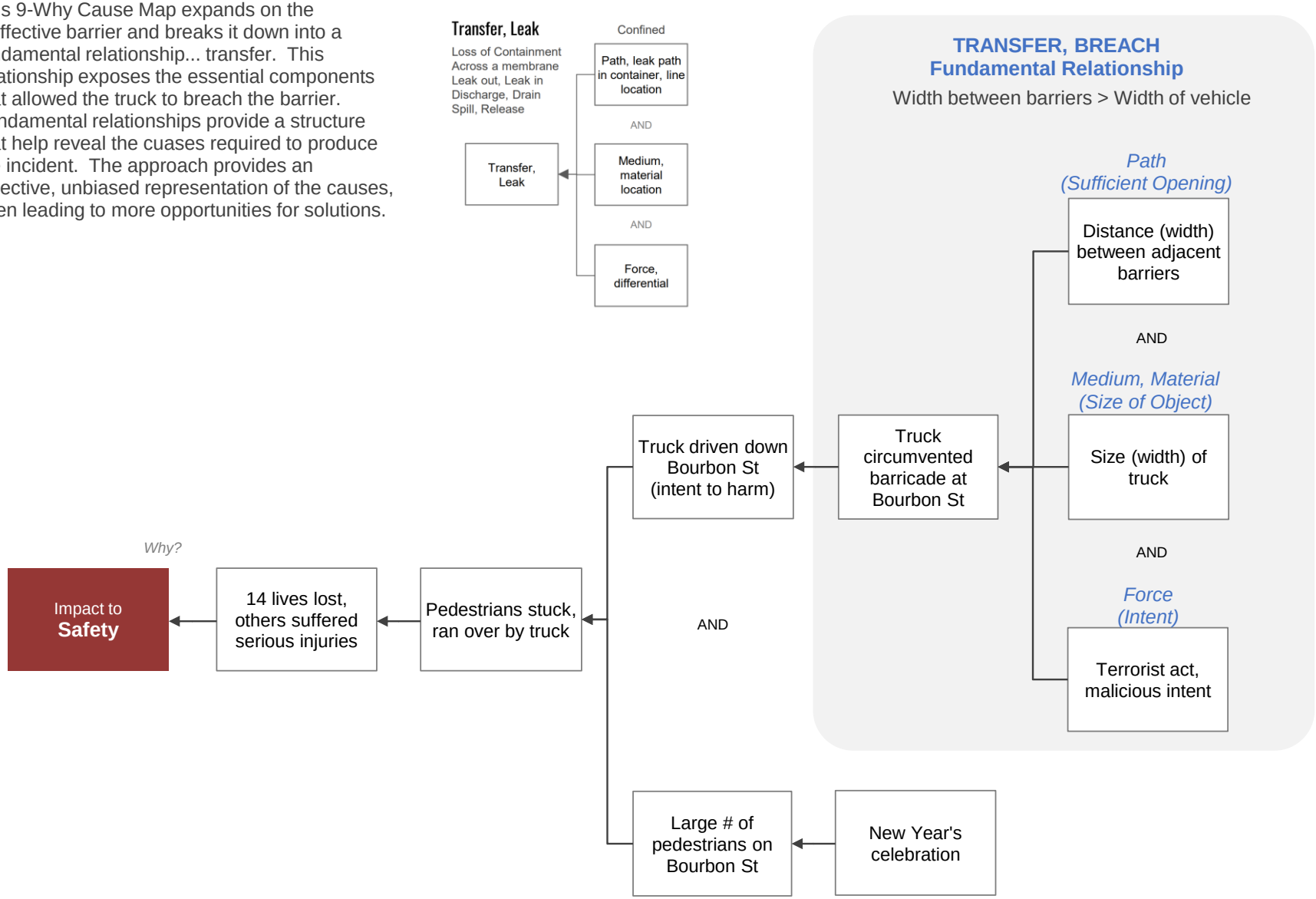
Why were pedestrians struck, ran over over truck?
Because the truck was driven down Bourbon St with intent to harm.

Why was the truck driven down Bourbon St?
Because the truck was able to circumvent the barricade at Bourbon and Canal St.

Why did the truck circumvent the barricade?
Because the barricade were ineffective.

9-Why Cause Map (with Breach Fundamental Relationship)

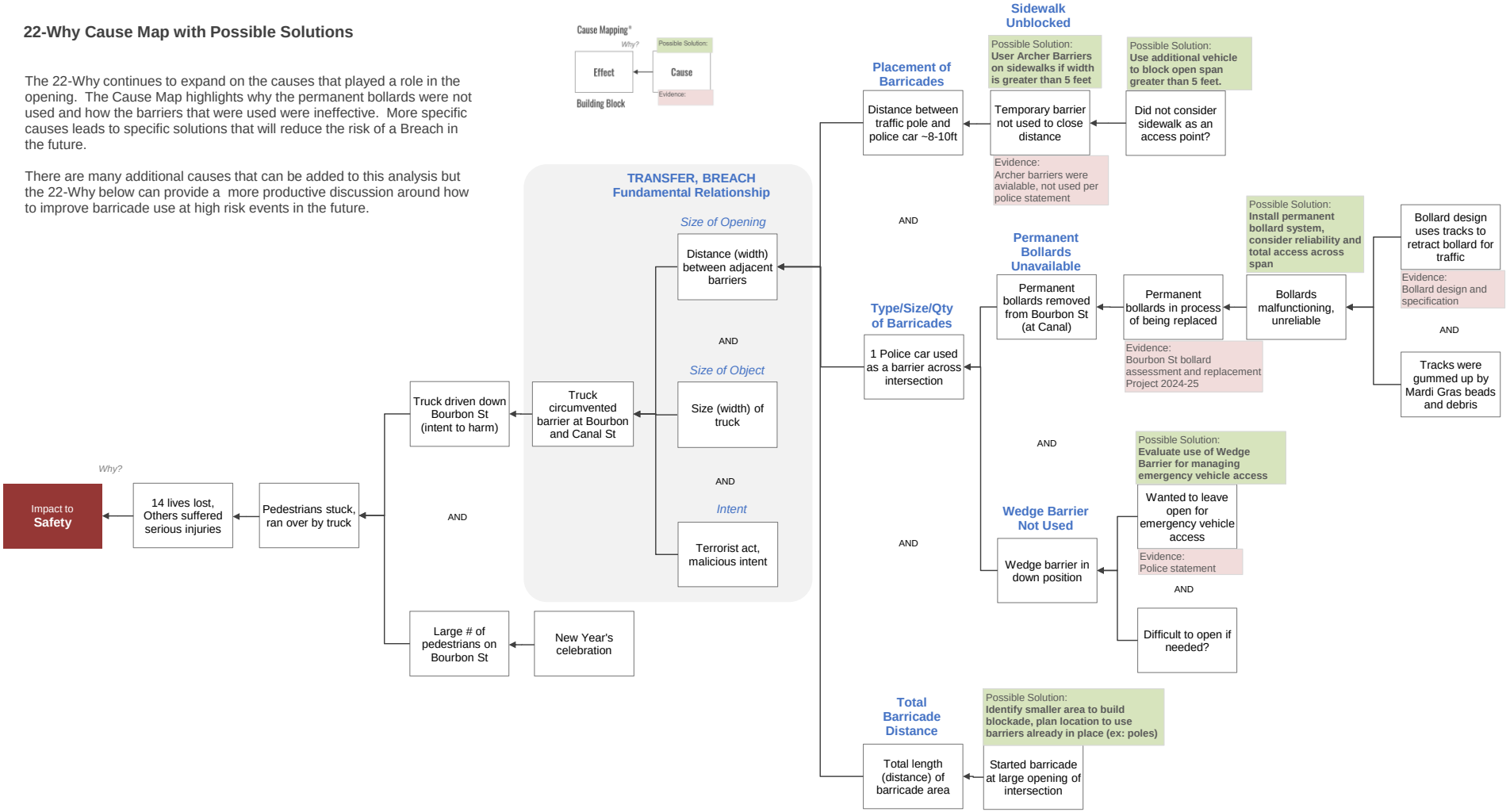
This 9-Why Cause Map expands on the ineffective barrier and breaks it down into a fundamental relationship... transfer. This relationship exposes the essential components that allowed the truck to breach the barrier. Fundamental relationships provide a structure that help reveal the cuases required to produce the incident. The approach provides an objective, unbiased representation of the causes, often leading to more opportunities for solutions.



22-Why Cause Map with Possible Solutions

The 22-Why continues to expand on the causes that played a role in the opening. The Cause Map highlights why the permanent bollards were not used and how the barriers that were used were ineffective. More specific causes leads to specific solutions that will reduce the risk of a Breach in the future.

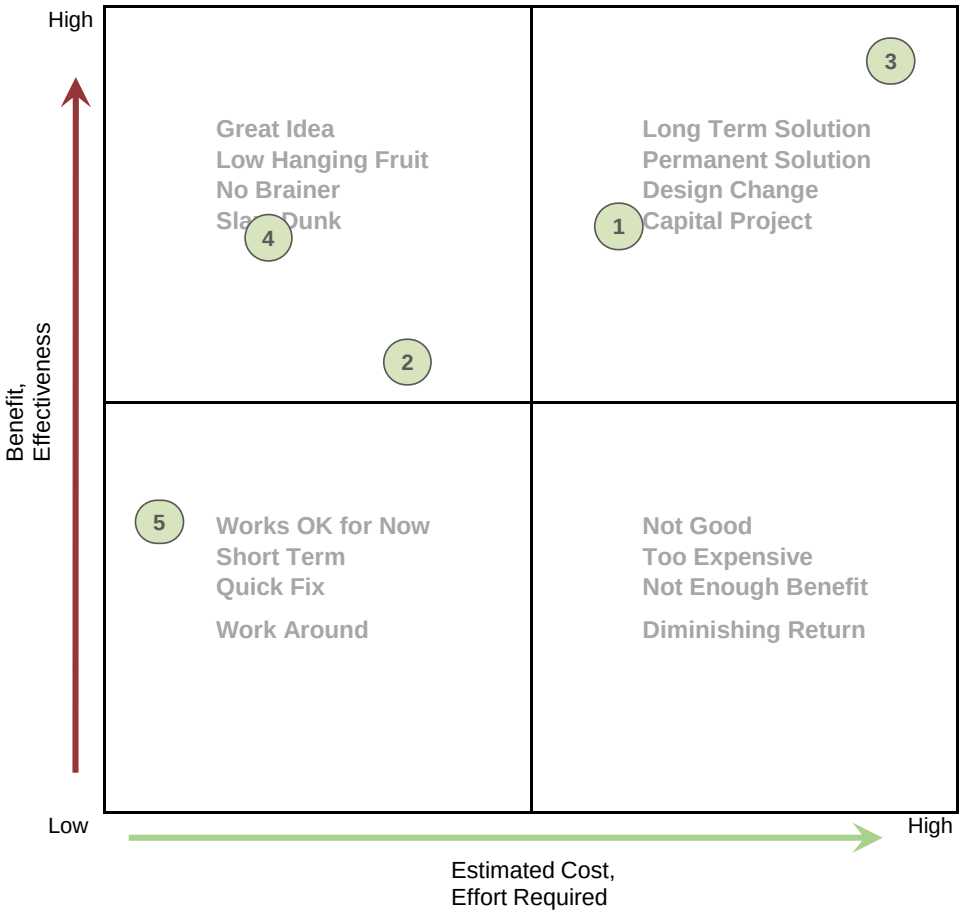
There are many additional causes that can be added to this analysis but the 22-Why below can provide a more productive discussion around how to improve barricade use at high risk events in the future.



Solutions

The Cause Map reveals many possible solutions that will reduce the risk of the incident. The solutions matrix is a tool used to evaluate a solutions effort vs benefit relative to each other so that the best solutions can be selected and implemented. The Action plan to the right highlights the specific cause to be controlled and the work process that the solution is improving. For a solution to be preventive, it must make a change to how a task is performed.

Solutions Matrix



Action Plan

Task to be improved

Ref.	Possible Solution	Cause Controlled	Work Process
1	User Archer Barriers on sidewalks if width is greater than 5 feet	Temporary barrier not used to close distance on sidewalk	Temporary Barrier Setup
2	Use additional vehicle to block open span greater than 5 feet.	Did not consider sidewalk as an access point?	Temporary Barrier Setup
3	Install permanent bollard system, consider reliability and total access across span	Bollards malfunctioning, unreliable	Permanent Barrier Design
4	Evaluate use of Wedge Barrier for managing emergency vehicle access	Wanted to leave wedge barrier open for emergency vehicle access	Barrier Management during Event
5	Identify smaller area to build blockade, plan location to use barriers already in place (ex: poles)	Started barricade at large opening of intersection	Temporary Barrier Setup