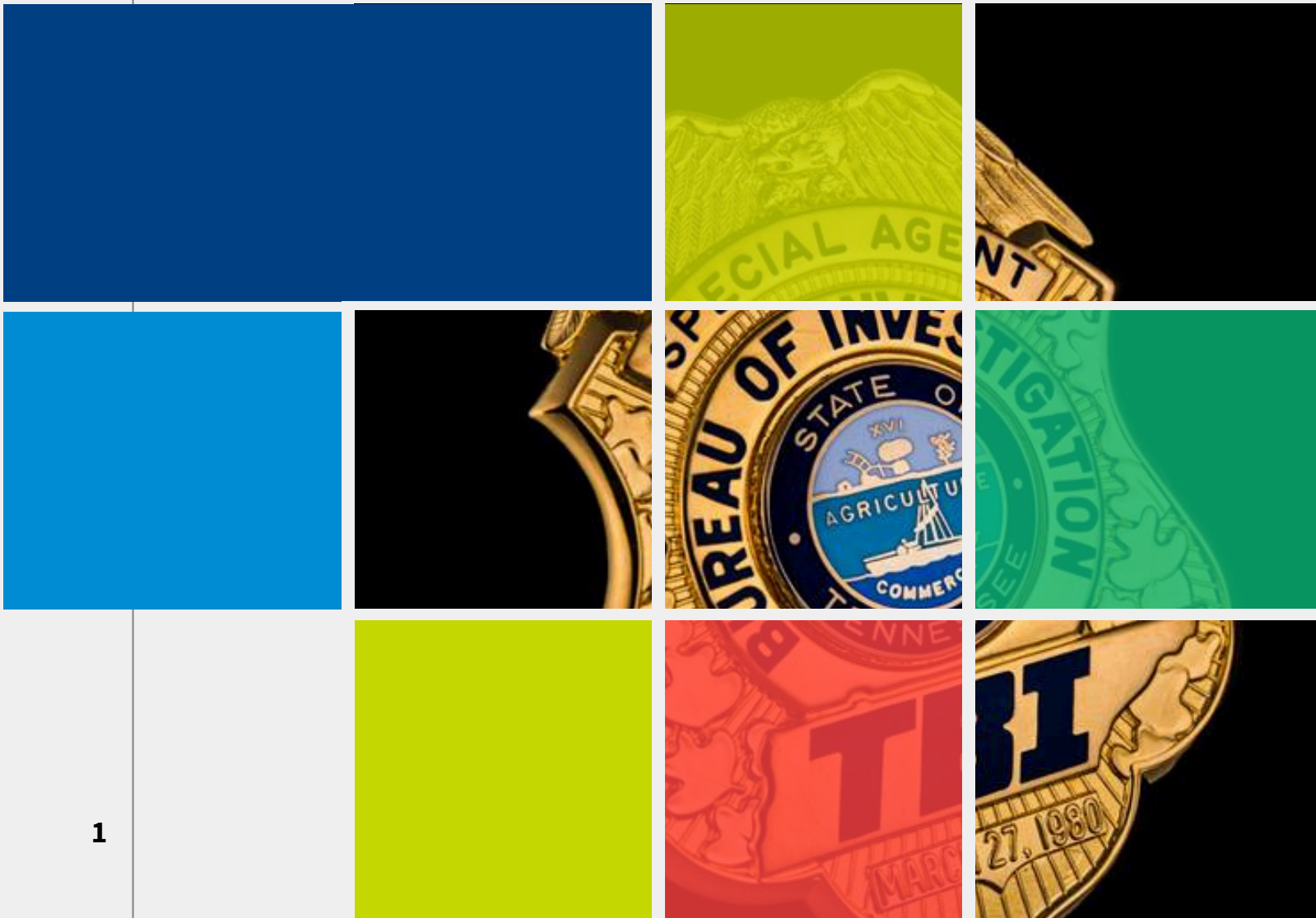




# 2025 Annual Report

Driven by service.  
When it matters most.



My Fellow Tennesseans,

**Public service is rarely loud. More often, it is quiet, deliberate, and unseen.**

At the Tennessee Bureau of Investigation, much of our work begins long before a crisis reaches the public eye, and continues long after the headlines fade. It happens in laboratories and classrooms, in briefing rooms and field offices, through careful preparation and disciplined follow-through. This is work driven not by recognition, but by responsibility.

I am proud to lead an agency made up of people who choose service every day, who understand that their work carries real consequences for victims, families, and communities across our state. At TBI, integrity, professionalism, and accountability are not abstract ideals, but daily commitments.

Much of what the TBI does will never be seen by the public. Yet it is this unseen work – the training, analysis, coordination, and persistence – that allows us to respond with confidence when circumstances are complex and the stakes are high. When it matters most, preparedness matters. So does trust.

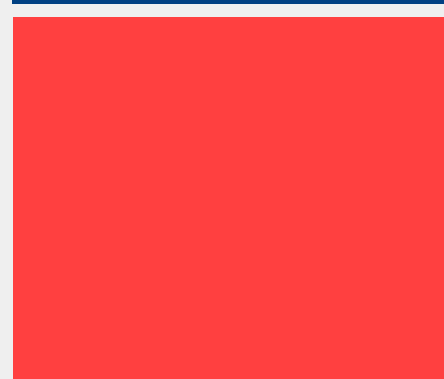
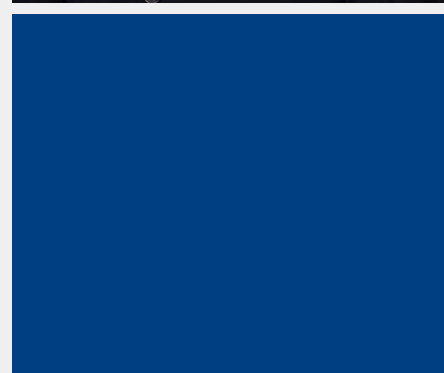
This annual report is more than a collection of statistics or achievements. It is a reflection of the people behind the mission: individuals driven by service and committed to doing the right thing, even when no one is watching. Their dedication ensures that when Tennesseans need us, we are ready to serve with professionalism, compassion, and resolve.

Thank you for the trust you place in the Tennessee Bureau of Investigation. It is a responsibility we do not take lightly.



**David Rausch**

Director



# Contents

- 4** Executive Summary
- 6** *Feature Story:* TBI & Rapid DNA
- 9** Organizational Chart
- 10** Administrative Services Division
- 15** Aviation Division
- 18** Criminal Investigation Division
- 23** CJIS Division
- 28** Drug Investigation Division
- 31** *Feature Story:* An Emerging Drug Threat
- 34** Forensic Services Division
- 38** Medicaid Fraud Control Division
- 43** *Feature Story:* Accountability Through Investigation
- 45** Public Affairs Division
- 48** Technology & Innovation Division
- 52** Training Division
- 56** *Feature Story:* Preparation – Before It’s Needed

# Executive Summary

The Tennessee Bureau of Investigation serves as the state's lead investigative agency, working across its 10 divisions to protect communities, pursue justice, and support law enforcement partners statewide.

From complex investigations and forensic analysis to intelligence systems, training, and public communication, the Bureau's work is built on preparation, collaboration, and a commitment to service. Much of this work happens behind the scenes – but it ensures the agency is ready to respond with professionalism and precision when it matters most.



## **779 Major Criminal Cases Opened**

Complex investigations initiated across Tennessee, often at the request of prosecutors and partner agencies.



## **712 Criminal Investigative Assists Provided**

Case support delivered to local, state, and federal partners to strengthen investigations and outcomes statewide.



## **34.97% Reduction in Forensic Backlog**

Significant progress in processing evidence more quickly, helping move cases forward without delay.



## **93.75% Victim Identification Rate**

Rapid DNA technology helped provide answers to families following a mass casualty incident.



## **545,119 Background Checks Conducted**

Ensuring compliance with state and federal law through timely, accurate firearm purchase reviews.



### **585,742 Fingerprint Submissions Processed**

Maintaining reliable identification systems that support investigations and background checks statewide.



### **35,000+ Individuals Trained**

Law enforcement professionals equipped with the skills needed to respond effectively in critical situations.



### **\$13M+ Fraud Overpayments Identified**

Public funds protected through the investigation of healthcare fraud and abuse.



### **23 Aviation Deployments**

Aerial support provided during time-sensitive operations, enhancing coordination and situational awareness.



### **4,100+ Referrals Reviewed**

Reports of abuse, neglect, and exploitation assessed to protect vulnerable individuals across Tennessee.

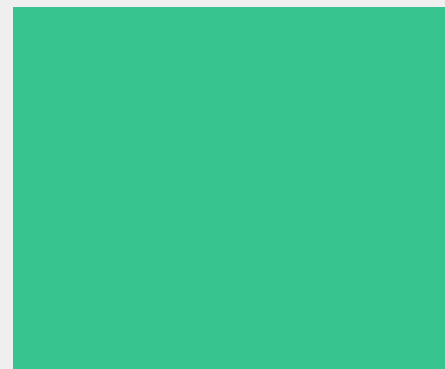
*“Service isn’t about recognition. It’s about being ready when Tennesseans need us the most.”*

**TBI Director David Rausch**





# When Time Matters Most



**TBI's Rapid DNA technology helped bring answers - and a measure of peace - after a devastating explosion in October 2025.**

In the aftermath of the October 2025 AES explosion in Humphreys County, time carried a different weight.

Families waited for answers. Investigators worked through difficult and complex conditions. And in those early days, one question mattered most: **Who have we found – and who are we still searching for?**

For the TBI, the answer depended on science, preparation, and the ability to act quickly when it mattered most.

## **Bringing the Lab to the Scene**

On October 10, just days after the explosion, TBI deployed Rapid DNA technology directly to the site. Instead of waiting weeks for results from a traditional laboratory setting, scientists were able to conduct DNA analysis on scene, turning what would normally be a lengthy process into one measured in hours.

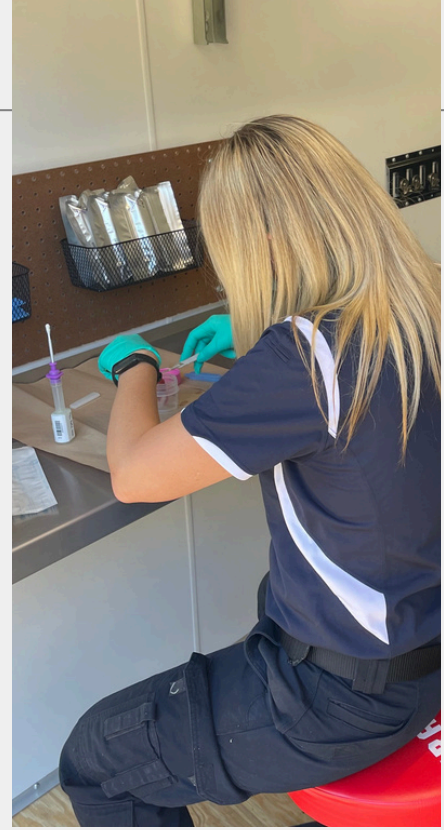
For seven days, the Rapid DNA team worked alongside investigators, carefully collecting and analyzing samples in real time. During that period, they collected

24 familial reference samples and processed them 31 times, while also collecting 143 samples from unidentified human remains and processing them 174 times. The work was steady, methodical, and often difficult – but it was driven by a clear purpose: to provide answers as quickly and accurately as possible.

### **Answers, Faster Than Ever Before**

The impact of Rapid DNA was immediate. Within six days of the explosion, TBI special agents had identified 14 of the 16 victims – an outcome that would have taken significantly longer using traditional methods.

The work did not stop there. Additional evidence recovered during ground searches was processed at TBI Headquarters in the weeks that followed. In total, TBI personnel processed 314 samples of unidentified human remains, achieving an unprecedented 93.75% identification success rate.



“Rapid DNA is a gamechanger because it gives us the ability to give our partner agencies results within a two-hour time frame where traditionally, once the sample was submitted to the lab, they would have to wait weeks and months sometimes.”

**Heather Lenzy**  
TBI Special Agent Forensic Scientist Manager

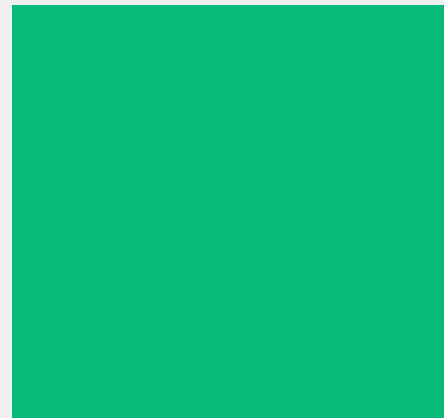


## Why It Matters

Rapid DNA technology allows investigators to develop actionable DNA profiles in a matter of hours rather than weeks or months. In large-scale incidents, that speed can make a profound difference – accelerating identification efforts, supporting investigations, and, most importantly, providing families with answers during some of their most difficult moments.

The technology also strengthens public safety more broadly. It can help identify suspects while they are still in custody, expedite the exoneration of innocent individuals, and reduce investigative backlogs across the system. But in Humphreys County, its value was measured in something more immediate. Answers came sooner. Uncertainty did not last as long.

And it meant that, even in the most difficult circumstances, the work of the TBI could bring clarity when it mattered most.

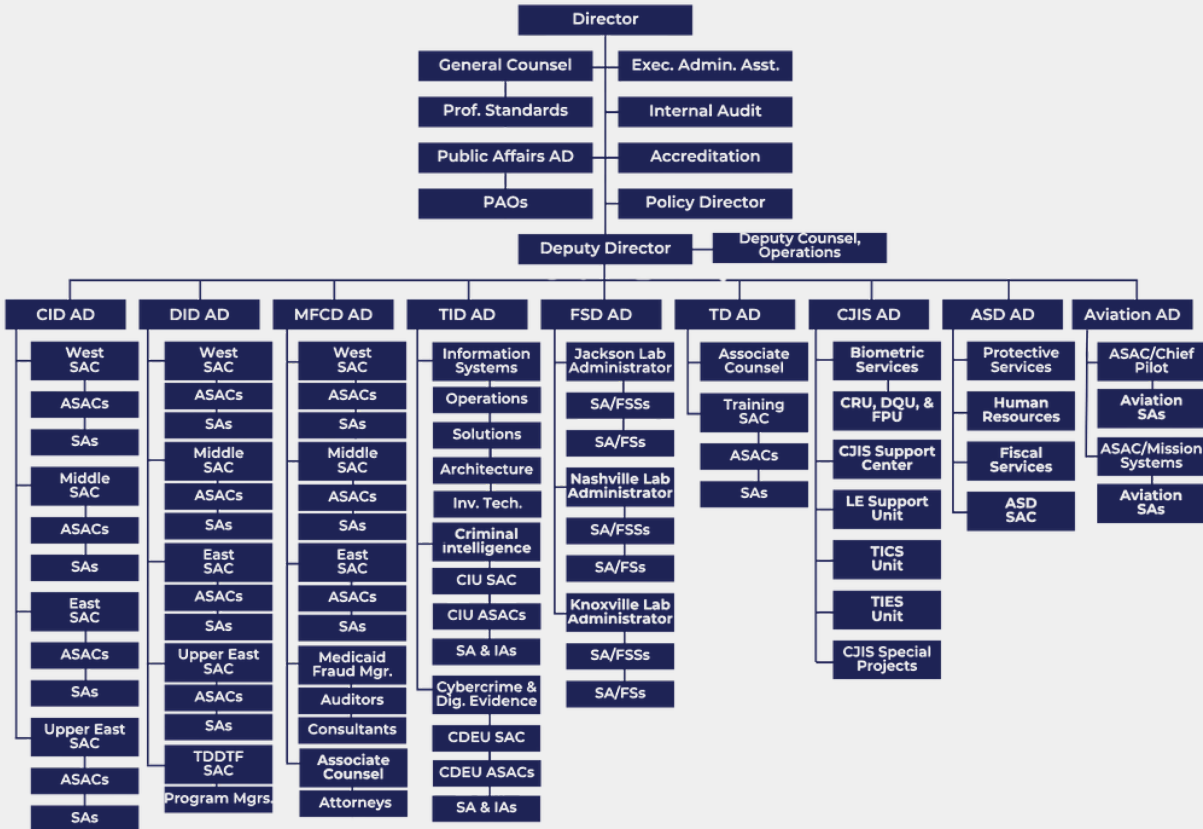


*"This is just another tool that can be used to further investigations. This can help further probable cause for search warrants or act as an investigative lead, and it will just be impactful in getting the public answers quicker. It's very significant."*

**Rielly Gray**  
TBI Assistant Special Agent in Charge



# Organizational Chart



# Administrative Services Division

The Administrative Services Division provides the foundation that allows the agency's mission to move forward. From fiscal responsibility to human resources and logistics, this division ensures the Tennessee Bureau of Investigation remains prepared, supported, and accountable.

While much of this work is unseen, it is essential. Careful planning, stewardship, and attention to detail enable agents and staff across the agency to focus on serving the public – confident that the support systems behind them are strong and reliable.



The TBI's Administrative Services Division provides the foundation that enables the agency's mission.

Much of this work happens behind the scenes, but its impact is felt across every division. From workforce development to fiscal management, from legal counsel to facility security, Administrative Services helps ensure the Bureau remains prepared, accountable, and responsive – especially when it matters most.

## **Human Resources**

The Human Resources Unit works to align the Bureau's people, processes, and organizational structure with its mission. Through recruitment, onboarding, employee relations, performance management, workforce development and its chaplaincy program, HR supports both the immediate and long-term needs of the agency.

In addition to providing management consultation and strategic guidance, the office also monitors employee development and education – helping ensure the Bureau maintains a highly qualified and capable workforce.

## **Internal Affairs**

Internal Affairs is responsible for investigating allegations of employee misconduct and ensuring accountability across the Bureau.

In 2025, the unit received a total of 15 complaints, with one complaint about the TBI as a whole, one complaint about a specific unit, three that were non-specific, and the others involved a total of 14 employees. Five matters were referred for internal investigation, and the remaining were resolved administratively. These investigations resulted in disciplinary actions for four employees, including a verbal warning, two resignations in lieu of dismissal, and one involuntary rank reduction.

Through this work, Internal Affairs helps maintain the integrity and professionalism that are essential to public trust.

## Accreditation

The TBI has maintained international accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1994, reflecting its ongoing commitment to professional standards and accountability. The Bureau most recently received its ninth reaccreditation award in November 2023. TBI is also accredited through the Tennessee Law Enforcement Accreditation (TLEA) program and was reaccredited in Spring 2024. These accreditations ensure the Bureau continues to meet established best practices in law enforcement operations.

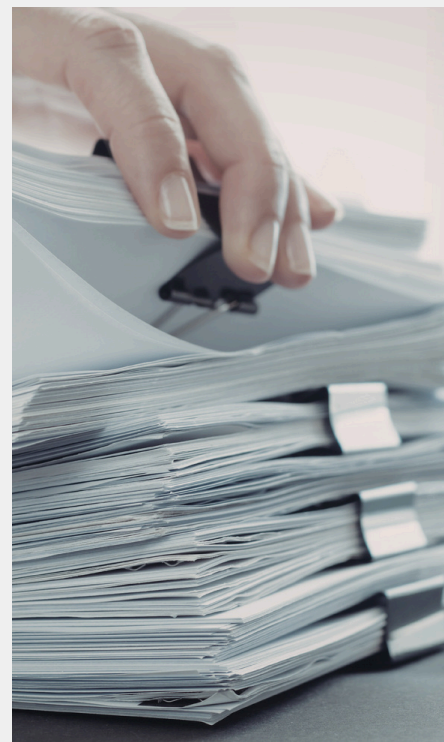
## Logistical Operations

This unit supports the Bureau's operational readiness by managing the acquisition of goods and services and overseeing all agency vehicles and transportation equipment. The unit also conducts annual inventories of state-tagged equipment, ensuring accountability and proper resource management across the organization.

## Professional Standards

The Professional Standards Unit provides legal counsel and guidance to all divisions within the Bureau. Attorneys support agents and staff in the field, advise leadership on legal and employment matters, and assist in the development and implementation of contracts and policies.

The unit also works closely with the Tennessee Attorney General's Office to represent the Bureau in litigation and responds to requests for agency records. In addition, Professional Standards collaborates with the Training Division to deliver legal instruction both



within the Bureau and to external partners.

## Fiscal Services

The Fiscal Services Unit ensures the responsible stewardship of the Bureau’s financial resources. This includes preparing the agency’s annual budget, monitoring grants, revenues, and expenditures, and coordinating with the Tennessee General Assembly and other state and federal entities.

Through careful planning and oversight, Fiscal Services helps ensure the Bureau can meet its operational needs while maintaining transparency and accountability.

## Protective Services

The Protective Services Unit is responsible for maintaining the safety and security of Bureau facilities, personnel, and visitors. As the first point of contact for many who enter TBI facilities, these officers play a vital role in both security and public interaction.

In addition to managing access and responding to potential threats, the unit conducts background investigations for new TBI applicants and for select positions across state government. In 2025, the unit completed 328 background investigation requests.



*“The Bureau’s mission begins long before any case is solved. It starts with building a workforce of integrity, skill, and unwavering commitment. By carefully shaping careers, strengthening leadership, and fostering growth at every level, we ensure those who serve are prepared, supported, and empowered to uphold justice across Tennessee, today and into the future.”*

**Rudie McGowen**  
**Talent Management**

# Expenditures & Revenue

Expenditure	Total
Salaries	73,717,279
Longevity	2,324,437
Overtime	4,359,552
Benefits	30,128,811
<b>Total</b>	<b>110,530,079</b>
Travel	2,286,601
Printing	20,944
Utilities	58,887
Communication	352,938
Maintenance	1,523,323
Professional Non-State	8,306,680
Supplies	7,723,756
Rental	676,382
Motor Vehicle	1,150,099
Awards	18,844
Grants & Subs	1,508,771
Unclassified	742,296
Equipment	5,872,224
Training	894,190
Data Processing	9,612,880
Prof. State	16,705,892
<b>Total</b>	<b>57,454,707</b>
<b>Grand Total</b>	<b>167,984,786</b>

Revenue	Total
State Appropriations	121,943,888
Federal Revenue	16,689,212
Current Services	24,667,504
Deptmental Interest	323,568
Interdepartmental	4,360,615
<b>Total</b>	<b>167,984,786</b>



The TBI's Aviation Division plays a critical role in supporting public safety across the state – providing aerial capabilities that enhance situational awareness, strengthen coordination, and support law enforcement operations when it matters most.

In 2025, the division reached an important milestone, transitioning from a standalone unit to a fully established division. This evolution reflects both the growing demand for aviation resources and the increasingly vital role airborne operations play in modern investigative work. With this transition came expanded responsibilities, enhanced capabilities, and a renewed commitment to supporting law enforcement partners across Tennessee.

### **Building Capacity for the Future**

The 2025 state budget further demonstrated the Bureau's commitment to aviation operations by funding four new positions to establish an additional flight crew of Mission Pilots and Mission Systems Operators. Mission Pilots will also cross-train as Mission Systems Operators, creating a more versatile and resilient team. This investment ensures the division can meet increasing operational demands while maintaining high standards of safety, readiness, and technical proficiency. As the division continues to grow, its mission remains constant: providing reliable aerial support to local, state, and federal partners across Tennessee.

### **Operational Excellence in 2025**

Despite ongoing organizational changes, the division maintained a high operational tempo throughout the year. Aircraft and crews supported a wide range of missions, demonstrating the value of aviation resources in time-sensitive and complex situations.

One of the year's most significant missions took place in Moore County, where aviation personnel assisted in

locating a missing elderly man exposed to severe winter conditions. Using onboard technology, the flight crew identified a heat signature in a wooded area, enabling ground teams to reach the individual quickly and prevent a potentially tragic outcome.

## Supporting Complex Operations

The Aviation Division also played a key role in the Memphis Safe Task Force operation, a multi-agency effort focused on reducing violent crime. Working alongside local, state, and federal partners, aviation crews provided aerial surveillance, real-time situational awareness, and live video feeds to the Joint Operations Center.

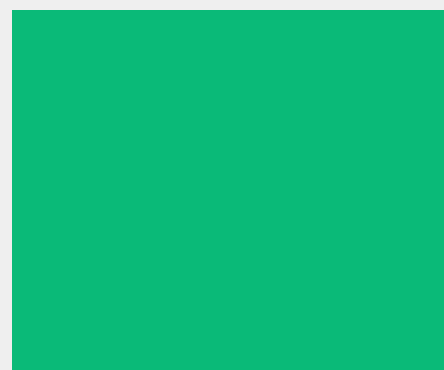
From active incidents to coordinated enforcement actions, the division's presence enhanced officer safety, improved communication, and supported more effective decision-making in dynamic environments.

## Major Investigations & Specialized Support

The division also provided critical assistance during the Austin Drummond manhunt in West Tennessee, delivering sustained aerial coverage that supported ground teams during an extensive search operation. In addition to tactical support, aviation resources were used to aid time-sensitive investigative needs. In one instance, the division transported Rapid DNA kits from Lexington, Kentucky, allowing investigators to begin identifying remains as soon as the scene was secured, accelerating the investigative process and providing timely answers to families.

## Looking Ahead

As the Aviation Division enters its first full year as a formal division, its focus remains on expanding capabilities, strengthening its team, and continuing to meet the evolving needs of law enforcement across Tennessee.



# Criminal Investigation Division

TBI's Criminal Investigation Division represents the Bureau's commitment to pursuing truth when circumstances are complex and stakes are high. Agents in this division are often called upon during the most challenging moments, when clarity is needed, facts must be established, and confidence in the investigative process is essential.

Much of this work happens quietly and methodically. Through experience, collaboration, and preparation, this team's dedication ensures investigations are conducted with integrity and professionalism, especially when it matters most for victims, families, and communities.



The TBI's Criminal Investigation Division stands at the center of the agency's mission – providing investigative expertise, independence, and support when cases are complex, sensitive, or require a higher level of coordination. Since its founding, the division has served as a trusted resource for district attorneys general and law enforcement agencies across Tennessee.

From homicide and public corruption to human trafficking and fugitive apprehension, special agents approach each case with professionalism, integrity, and a commitment to uncovering the truth. Much of this work begins at the request of prosecutors or partner agencies and often involves cases where objectivity and experience are critical.

In 2025, the division opened 779 major cases and closed 721, with 680 active major cases at year's end. Agents also provided 712 investigative assists and produced 165 intelligence reports in support of local, state, and federal partners. During that time, the division made 235 arrests, with many cases remaining active within the judicial process.

### **Field Investigation Unit**

The Field Investigation Unit represents the core of the division's work, handling a wide range of complex criminal investigations across the state. These cases often involve violent crime, public corruption, officer-involved incidents, and significant financial crimes.

Agents are frequently called upon to conduct independent investigations at the request of district attorneys general, particularly in matters requiring objectivity and specialized expertise. Their work includes cases involving violent offenses, child abuse, officer misconduct, inmate deaths, and large-scale financial crimes affecting both public institutions and private businesses.

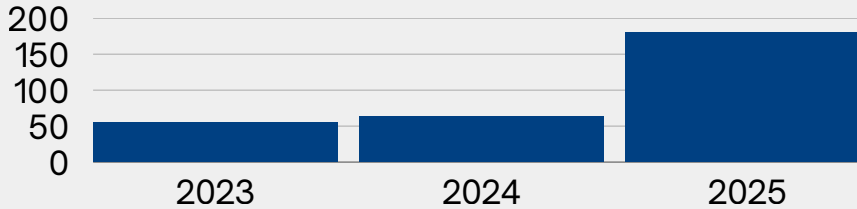


## Human Trafficking Unit

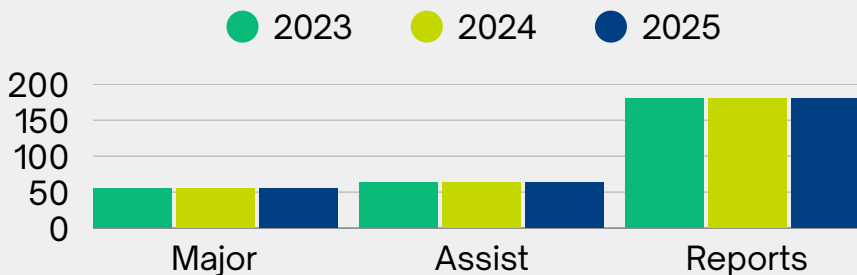
The Human Trafficking Unit investigates cases involving both adult and minor victims of commercial sex and labor trafficking. In addition to pursuing those responsible, the unit works to identify and recover victims, connecting them with appropriate resources and support.

The unit also provides training to law enforcement agencies and raises public awareness to help communities recognize and respond to trafficking. These efforts reflect a broader commitment to addressing both the criminal and human impact of trafficking across Tennessee. To learn more, visit [www.ITHasToStop.com](http://www.ITHasToStop.com).

### TBI Trafficking Arrests



### TBI Trafficking Cases Opened



## Polygraph Unit

The Polygraph Unit provides certified examination services in support of criminal investigations across local, state, and federal jurisdictions, as well as pre-employment screenings for select TBI positions.

To maintain the highest professional standards, the unit emphasizes rigorous quality control, ongoing examiner training, and independent review processes. These measures ensure examinations are conducted with consistency, accuracy, and accountability.

## **Victim Services Unit**

The Victim Services Unit plays a critical role in ensuring that the Bureau's work remains centered on those most impacted by crime. Coordinators provide nonjudgmental support to victims, witnesses, and family members throughout the investigative and criminal justice process.

This support includes helping individuals understand their rights, preparing them for forensic interviews and medical examinations, assisting with death notifications, and providing case updates. Through these efforts, the unit helps ensure victims are treated with dignity, respect, and care.

## **Fire Investigations**

Special agents assigned to fire investigations respond to incidents involving destructive fires, including those resulting in fatalities. Working closely with local jurisdictions, agents determine the origin, cause, and circumstances of fires, particularly when criminal activity is suspected.

In partnership with the Tennessee Department of Commerce and Insurance, the division also supports training and educational efforts aimed at improving fire investigation capabilities and preventing future incidents.

## **Accelerant Detection Canine Teams**

The division maintains four Accelerant Detection Canine (ADC) teams strategically located across the state.



These teams are trained to detect trace amounts of ignitable liquids and are often deployed when a fire is believed to be intentionally set.

Certified annually through testing conducted in partnership with the Bureau of Alcohol, Tobacco, Firearms and Explosives, these teams enhance investigative efficiency by helping identify critical evidence and reducing unnecessary laboratory testing. Their work allows investigators to move more quickly and accurately in determining the cause of a fire.



# CJIS Division

The Criminal Justice Information Services Division manages critical systems that support law enforcement, public safety, and the justice process across Tennessee. Accuracy, reliability, and security are central to this mission, as the information maintained here informs countless decisions every day.

Though often unseen, this division's work ensures that agencies statewide have access to timely, trustworthy data when it matters most. Through careful stewardship and continuous improvement, this team strengthens the infrastructure that allows justice to function effectively.



The TBI's Criminal Justice Information Services (CJIS) Division provides the systems and infrastructure that allow public safety efforts across the state to function effectively. By managing critical data and ensuring timely, accurate information sharing, the division supports law enforcement agencies at every level—often in ways the public never sees, but that are essential when it matters most.

From background checks to crime reporting to biometric identification, the division ensures that officers, investigators, and decision-makers have access to reliable information when it is needed. This work requires precision, consistency, and a commitment to maintaining systems that operate seamlessly around the clock.

### **Tennessee Instant Check System (TICS)**

The Tennessee Instant Check System conducts federally and state-mandated background checks for firearm purchases, helping ensure compliance with applicable laws and regulations. To complete these checks, personnel query multiple databases, including the Tennessee Criminal History Repository, the National Crime Information Center, the Interstate Identification Index, and the National Instant Criminal Background Check System.

In 2025, the unit processed 510,329 transactions, a decrease of 5.3% year to year, reflecting the scale and consistency required to support lawful firearm transfers across the state.

### **Tennessee Incident-Based Reporting System (TIBRS)**

The Tennessee Incident-Based Reporting System serves as the state's primary platform for collecting and analyzing crime data submitted by law enforcement agencies. The unit compiles, audits, and publishes this



data, ensuring it is accurate, complete, and accessible. This information supports informed decision-making at every level – from local agencies to state leadership -- and provides transparency to the public. To explore crime data by jurisdiction, visit [crimeinsight.tbi.tn.gov](http://crimeinsight.tbi.tn.gov).

## **Biometric Services Section**

The Biometric Services Section plays a vital role in maintaining the integrity and accuracy of identification data. In 2025, the unit processed 598,144 fingerprint submissions, maintaining a high standard of data quality.

Fewer than one percent of submissions were returned due to missing or incomplete information, reflecting the division's emphasis on accuracy and accountability. Of these submissions, approximately 55% were associated with criminal arrests, while the remaining 45% supported employment and law enforcement applicant background checks.

This work ensures that identification systems remain reliable and that records used in investigations and background checks are both complete and trustworthy.

## **TIES Operations Unit**

Operating 24 hours a day, seven days a week, the TIES Operations Unit provides continuous support to agencies across Tennessee. The unit houses the Tennessee Crime Information Center and serves as the Bureau's after-hours emergency communications hub. In addition to managing emergency communications, personnel provide technical support for agencies connected to the TIES network and monitor system performance to ensure uninterrupted access to critical information.

## **Supporting Public Safety Through Information**

While the work of the CJIS Division is largely unseen, its

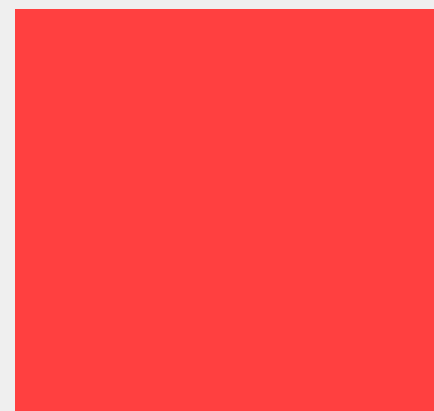


impact is far-reaching. Every background check completed, every data point verified, and every system maintained contributes to a more informed and effective response to public safety challenges. By ensuring the right information is available at the right time, the division helps law enforcement agencies across Tennessee act with confidence, accuracy, and accountability.



*“We are confidently stepping into the digital era, converting decades of archived court records and physical fingerprint cards into a digital format and linking these records to older arrests that previously lacked final dispositions. By digitizing these critical records, the division is enhancing accuracy, increasing efficiency, and equipping law enforcement and justice partners across Tennessee with faster, more comprehensive criminal history information to make informed decisions and better protect our communities.”*

**Yeselin Pendleton**  
**TBI Assistant Director, CJIS Division**



# Drug Investigation Division

The Drug Investigation Division works to protect Tennesseans from the evolving threats posed by illegal drugs and the criminal networks behind them. This work requires persistence, adaptability, and a deep understanding of how drug activity impacts public safety and community well-being.

Behind every enforcement action is extensive planning, coordination, and intelligence-driven work. Agents in this division operate across jurisdictions and alongside partner agencies to disrupt trafficking, reduce harm, and hold offenders accountable – often in ways the public never sees, but always with service at the forefront.



The TBI's Drug Investigation Division works to protect communities across the state by targeting the individuals and organizations responsible for the distribution of illegal drugs. Through proactive, intelligence-driven investigations, special agents focus on significant offenders, drug trafficking organizations, and mid- to high-level distributors – working to disrupt the networks that drive drug-related crime and violence.

These investigations require persistence, coordination, and a deep understanding of evolving drug trends. Agents gather evidence, build cases, and support the successful prosecution of those involved in illegal drug activity, helping hold offenders accountable and reduce the impact of illicit substances on Tennessee communities.

## **Strengthening Enforcement Through Partnership**

In addition to leading independent investigations, the Drug Investigation Division plays a critical role in supporting the broader law enforcement community. Agents provide technical expertise, legal guidance, and operational resources to partner agencies at the local, state, and federal levels – ensuring a coordinated and effective response to complex drug-related threats.

The division maintains strong working relationships with federal partners, including the Drug Enforcement Administration, Federal Bureau of Investigation, Homeland Security Investigations, and the United States Postal Inspection Service, as well as Tennessee's United States Attorney's Offices. These partnerships enhance the Bureau's ability to identify, investigate, and dismantle large-scale drug trafficking networks operating across jurisdictions.

## **Drug Activity & Violent Crime**

Drug activity and violent crime are often closely



connected, making the disruption of both a central focus of the division's work. The use, possession, manufacture, and distribution of controlled substances – including fentanyl, cocaine, heroin, marijuana, and methamphetamine – remain violations of both state and federal law. Beyond these offenses, illegal drug activity frequently contributes to additional criminal behavior, driven by profit, addiction, and conflict within illicit markets.

Violence associated with drug trafficking often stems from competition for territory, control of supply, and disputes among those involved in the drug trade. In recent years, these dynamics have become increasingly complex, with greater access to dangerous substances and weapons contributing to more serious outcomes.

In response, the division works to identify and disrupt drug trafficking organizations – particularly those linked to violence – through targeted investigations and coordinated enforcement efforts. These efforts are supported by partnerships with law enforcement agencies and community-based initiatives focused on reducing both drug activity and its broader impact on public safety.

## **Responding to Evolving Threats**

As drug trends continue to evolve, the Drug Investigation Division remains focused on adapting its strategies to meet emerging challenges. This includes ongoing efforts to combat overdose deaths and reduce drug-related violence through targeted enforcement and strategic initiatives.

Much of this work takes place beyond public view – but its impact is reflected in safer communities, stronger partnerships, and a more coordinated response to one of the most persistent public safety challenges facing the state.

## Tennessee Dangerous Drugs Task Force

The Tennessee Dangerous Drugs Task Force operates under the guiding principle: Protect, Enforce, and Educate. Through a multidisciplinary and multijurisdictional approach, the task force addresses the production, distribution, and abuse of highly hazardous illicit substances across Tennessee.

By combining enforcement efforts, investigative collaboration, and community education, the task force works to reduce the impact of dangerous drugs on public safety and community well-being. These efforts reflect a broader commitment to addressing not only the supply of illicit substances, but also the conditions that allow them to take hold.

To learn more about the Tennessee Dangerous Drugs Task Force, visit [tn.gov/tddtf](http://tn.gov/tddtf).

TBI Drug Investigation Division Top 5 Drugs Seized	
Marijuana	3,122 Pounds
Methamphetamine	463.9 Kilograms
Cocaine	274.2 Kilograms
Fentanyl	88.5 Kilograms
Prescription Drugs	53,355 Dosage Units



# Ahead of the Curve

## **How TBI identified - and responded to - a dangerous new synthetic opioid in Tennessee.**

In early 2025, investigators in East Tennessee began noticing a troubling pattern.

Overdoses were occurring under familiar circumstances – but something wasn’t adding up. The substances involved didn’t always match what investigators expected to see, and in some cases, traditional assumptions about potency and response weren’t holding true.

Behind the scenes, scientists and agents with the Tennessee Bureau of Investigation began working to answer a critical question: What are we dealing with?

### **A New and Dangerous Substance**

The answer came from the TBI Crime Laboratory.

In July 2025, forensic scientists identified a previously unrecognized substance in a case from Greene County: N-Propionitrile Chlorphine, also known as cychlorphine. The compound belongs to a growing class of synthetic opioids sometimes referred to as “orphines”—a category of drugs that can be

significantly more potent than fentanyl.

That level of potency carries serious consequences. Even small amounts can dramatically increase the risk of overdose, particularly when combined with other substances. Investigators have since identified cychlorphine mixed with methamphetamine, cocaine, and fentanyl – further compounding its danger.

### **A Rapidly Emerging Threat**

Cychlorphine presents additional challenges beyond its potency. Because it is not currently classified as a controlled substance in the United States, it can be purchased online and marketed as a “research chemical.” This accessibility makes it more difficult to regulate and allows it to enter communities more quickly than traditional enforcement efforts can intercept. As of March 1, 2026, TBI’s Forensic Chemistry Unit has identified cychlorphine in 34 cases – all submitted by law enforcement agencies in East Tennessee – highlighting how rapidly the substance has continued to emerge in the region.

### **Responding in Real Time**

While cychlorphine does respond to naloxone, its strength may require multiple doses to reverse an overdose. The symptoms it produces – respiratory depression, pinpoint pupils, and unresponsiveness – mirror those of traditional opioids, but the margin for error is smaller.

Recognizing the urgency, TBI special agents assigned to the Drug Investigation Division are working alongside local, state, and federal partners to identify the source and distribution of this substance. These efforts are focused not only on enforcement, but also on understanding how emerging drugs move into communities – and how to respond more effectively.

### **What is Cychlorphine?**

- Synthetic opioid in the “orphine” class
- Up to 10x more potent than fentanyl
- Not currently scheduled in the U.S.
- Detected in 34 cases in East Tennessee (as of March 2026)
- Often found mixed with other substances

## Staying Ahead of the Threat

The emergence of cychlorphine underscores a broader reality: Illicit drug trends are constantly evolving, and the substances involved are becoming more complex and more dangerous.

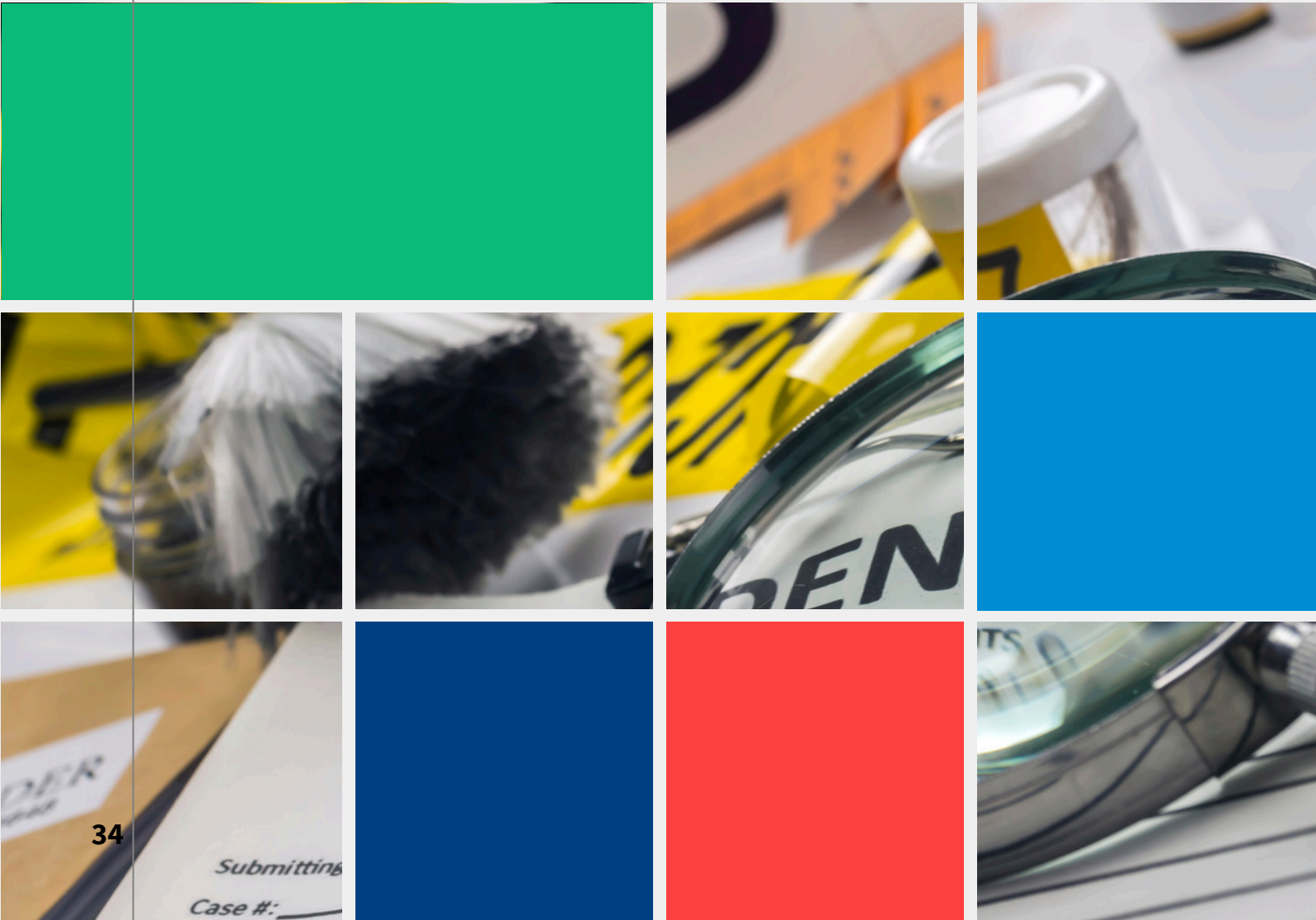
Through close coordination between forensic scientists and investigators, the Tennessee Bureau of Investigation is able to identify new threats quickly and respond with precision. This combination of science, intelligence, and enforcement helps ensure that emerging risks are recognized early, before their impact becomes even more widespread.

Much of this work happens before it reaches public awareness. But it is this preparation, and the ability to adapt in real time, that allows the Bureau to stay ahead of evolving threats – and to serve Tennesseans when it matters most.

# Forensic Services Division

The Forensic Services Division provides the scientific foundation that supports the pursuit of justice. Through careful analysis, objectivity, and adherence to rigorous standards, forensic scientists ensure evidence is examined accurately and responsibly.

Much of this work takes place behind laboratory doors, long before results are presented in court. Precision, patience, and preparation define this division's daily efforts, allowing investigators and prosecutors to rely on sound science when decisions carry lasting consequences.



In 2025, TBI's Forensic Services Division continued to build on recent investments in staffing, training, and operational efficiency, resulting in measurable progress in both turnaround times and overall case backlogs. These improvements reflect a sustained focus on strengthening service to law enforcement partners and, ultimately, to the victims and communities they serve.

One of the most significant areas of progress remains the division's response to sexual assault cases. In August 2022, the statewide average in-house turnaround time for sex offense requests reached 45.4 weeks. By June 1, 2024, that average had been reduced to 11.7 weeks for cases involving only a sexual assault kit. As of June 1, 2025, the average stands at 11.5 weeks. During that same period, the number of pending in-house requests for sexual assault testing decreased from 393 to 371.

Across all disciplines, the division continues to see meaningful gains. As of June 1, 2024, there were 10,814 pending requests for laboratory testing. By June 1, 2025, that number had decreased to 7,032 in critical areas, a 34.97% reduction in backlog within one year. In Forensic Chemistry, which processes drug evidence, pending statewide requests dropped from 6,435 to 2,231. Average turnaround time in that discipline improved from 18.4 weeks to 6.3 weeks.

While progress continues, further reductions in turnaround times and backlogs will depend on sustained investments in staffing and training—ensuring the division remains prepared to meet the demands of increasingly complex casework.

## **Scientific Expertise & Statewide Service**

The Forensic Services Division provides comprehensive evidence analysis for every law enforcement agency and medical examiner in Tennessee. This work requires a high level of expertise and precision, supported by a team of forensic scientists who hold advanced



scientific degrees and complete extensive training in forensic analysis and crime scene investigation. The Tennessee Bureau of Investigation operates a centralized laboratory in Nashville serving all 95 counties, along with regional laboratories in Jackson and Knoxville. Across these facilities, specialized units examine biological, chemical, and physical evidence—delivering scientifically sound results that investigators and prosecutors rely on when decisions carry lasting consequences.

## Violent Crime Response Teams

In addition to laboratory analysis, the Forensic Services Division provides direct support at crime scenes through its Violent Crime Response Teams. These teams are equipped with specialized vehicles and advanced forensic tools, allowing them to assist with the documentation, preservation, and collection of evidence in complex and high-stakes situations. In 2025, these teams were deployed 23 times across Tennessee, contributing a total of 945.4 on-scene hours. This included 22 responses to crime scenes or requests for technical assistance, accounting for 903.4 hours, and one response to a law enforcement use-of-force incident, totaling 42 hours.

Through both laboratory analysis and field response, the Forensic Services Division ensures that critical evidence is handled with care, precision, and professionalism, supporting the pursuit of truth when it matters most.



# 2025 Case Requests

<b>Forensic Discipline</b>	<b>Jackson</b>	<b>Nashville</b>	<b>Knoxville</b>	<b>Total</b>
Drug Chemistry	3,015	8,760	7,491	<b>19,266</b>
Toxicology - Alcohol	2,584	11,113	5,895	<b>19,592</b>
Toxicology - Drug	1,094	3,571	2,566	<b>7,231</b>
Forensic Biology	850	1,207	1,135	<b>3,192</b>
Firearms & Toolmark Identification	178	365		<b>543</b>
Microanalysis		534		<b>534</b>
Latent Prints		1,552		<b>1,552</b>

# Medicaid Fraud Control Division

The Medicaid Fraud Control Division protects vital public resources and helps ensure healthcare programs serve those who need them most. This work safeguards both taxpayer dollars and the integrity of services relied upon by vulnerable Tennesseans.

Investigations in this division require diligence, discretion, and persistence. Through careful analysis and collaboration with partners, the division addresses complex fraud and abuse cases – often out of public view, but always with accountability and service guiding the work.



The TBI's Medicaid Fraud Control Division works to protect public resources and safeguard vulnerable individuals by investigating healthcare fraud and abuse connected to the state's Medicaid program. Through careful analysis and coordinated enforcement efforts, the division holds offenders accountable while helping ensure critical services remain available to those who depend on them.

While much of this work focuses on criminal investigations involving Medicaid providers – often resulting in prosecutions in state and federal courts -- the division also plays a key role in civil enforcement actions. These cases, brought under the federal False Claims Act and the Tennessee Medicaid False Claims Act, have proven to be powerful tools in addressing healthcare fraud and have resulted in significant financial recoveries for the state.

In addition to fraud investigations, the division is responsible for investigating allegations of abuse, neglect, and financial exploitation involving individuals in Medicaid-receiving facilities, board and care facilities, and other settings connected to the delivery of Medicaid services. This work reflects a dual mission: protecting both public funds and the people those funds are intended to serve.

In 2025, the division's efforts resulted in 28 indictments, 29 convictions, and the identification of more than \$13 million in overpayments—achieved at an approximate cost of \$3 million to the state.

## **Fraud Investigations & Enforcement**

From January 1 through December 31, 2025, the division's fraud investigations identified approximately \$10.7 million in overpayments. During that time, investigators opened 101 fraud cases, closed 84, obtained 12 indictments, and secured 19 convictions. The division continues to strengthen its approach by focusing on emerging fraud trends and data-driven



analysis. By prioritizing trend-based analytics – rather than relying solely on traditional link analysis – investigators are better positioned to identify systemic issues across Medicaid, Medicare, and commercial data sources.

This work is supported through strong partnerships with organizations such as the Healthcare Fraud Prevention Partnership and the National Healthcare Anti-Fraud Association, as well as close collaboration with TennCare, the Tennessee Office of Inspector General, the Tennessee Attorney General’s Office, and the Tennessee Department of Health’s Division of Health-Related Boards. Together, these partnerships enhance the state’s ability to detect, investigate, and prevent healthcare fraud.

## **Global Investigations & Recoveries**

The division also participates in multi-state and national healthcare fraud investigations, often resulting in global settlements involving large healthcare providers. These cases allow Tennessee to recover funds in matters that may originate outside the state but impact its Medicaid program.

In 2025, the division participated in multiple National Association of Medicaid Fraud Control Units (NAMFCU) global settlements, resulting in \$2,334,421.49 in combined federal and state recoveries on behalf of Tennessee.

## **Protecting Vulnerable Populations**

In addition to its fraud-related work, the division investigates allegations of abuse, neglect, and financial exploitation involving vulnerable adults. From January 1 through December 31, 2025, investigators opened 90 such cases—many involving multiple victims—resulting in 16 indictments and 10 convictions.

During that same period, the division received more

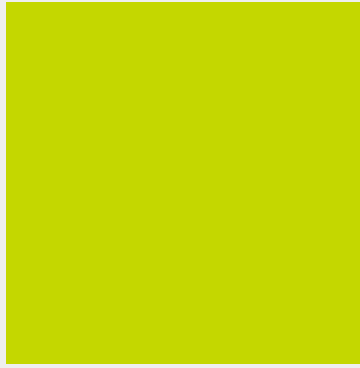
than 4,100 referrals related to abuse, neglect, and exploitation. These referrals primarily originate from the Tennessee Department of Human Services' Adult Protective Services and the Tennessee Department of Disability and Aging, as well as the division's hotline, website, and email reporting channels. Each referral undergoes a preliminary review to determine appropriate investigative action.

Through these efforts, the division not only holds offenders accountable, but also helps ensure individuals are reported to the Tennessee Abuse Registry and appropriate licensing boards when necessary – providing an additional layer of protection for those most at risk.

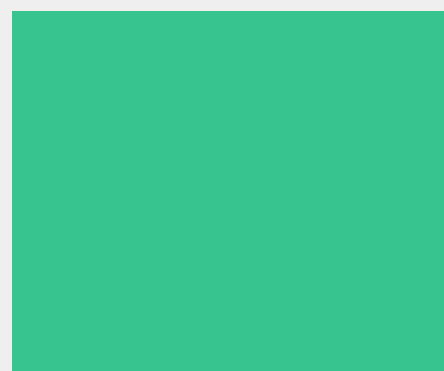


# 2025 Case Breakdown

Case Type	Number	Percentage
Fraud by Facility-Based Medicaid Providers & Programs	24	9%
Fraud by Physicians & Licensed Practitioners	54	21%
Fraud by Medical & Other Support Services	61	23%
Fraud by Other Individual Providers	38	14%
Fraud by Other Perpetrators, Family Members & Program-Related	10	4%
Patient Abuse/Neglect	76	29%
<b>Total</b>	<b>263</b>	<b>100%</b>



# When Trust is Exploited



**How a multi-state investigation uncovered fraud that put both patients and public resources at risk.**

For patients seeking relief from chronic pain, trust is essential.

They rely on medical professionals to guide their care, make informed decisions, and act in their best interest. But in one multi-state operation investigated by the Tennessee Bureau of Investigation's Medicaid Fraud Control Division, that trust was manipulated – placing both patients and public resources at risk.

## **A Pattern Beneath the Surface**

The investigation began in 2018 as part of a broader federal effort focused on improper opioid-related practices. What initially appeared to be routine pain management care revealed a more troubling pattern.

An unlicensed individual was operating multiple pain management clinics across several states, directing clinical practices despite lacking the credentials to do so. Evidence showed that licensed medical staff were pressured to administer back injections that were not medically necessary, often to patients seeking opioid treatment.

For many patients, the situation carried an added layer of concern. Some feared that refusing the procedures would result in being denied medication, leaving them vulnerable to withdrawal. In this environment, medical decisions were influenced not by patient need, but by operational pressure.

### **Profit Over Care**

The investigation revealed a system driven by volume. Clinic providers were routinely encouraged to increase the number of procedures performed, with performance tracked through frequent ranking emails. At the same time, warnings from insurance companies regarding improper billing practices were repeatedly disregarded. These actions led to the submission of false claims to federal healthcare programs for services that were not medically necessary, impacting both the integrity of patient care and the responsible use of public funds.

### **Accountability Through Investigation**

Through coordination with federal partners, the Medicaid Fraud Control Division helped build a case that ultimately led to federal charges. The clinic owner was indicted and later convicted of conspiracy to commit healthcare fraud, along with multiple counts of healthcare fraud. Sentencing included 18 months of incarceration, two years of supervised release, restitution exceeding \$2 million, forfeiture of funds, and required participation in mental health and substance abuse treatment programs.

Cases like this highlight the importance of oversight and accountability in protecting both patients and public resources. The work of the Medicaid Fraud Control Division ensures that individuals who exploit healthcare systems for personal gain are held accountable, and that those who rely on these services can do so with greater confidence.

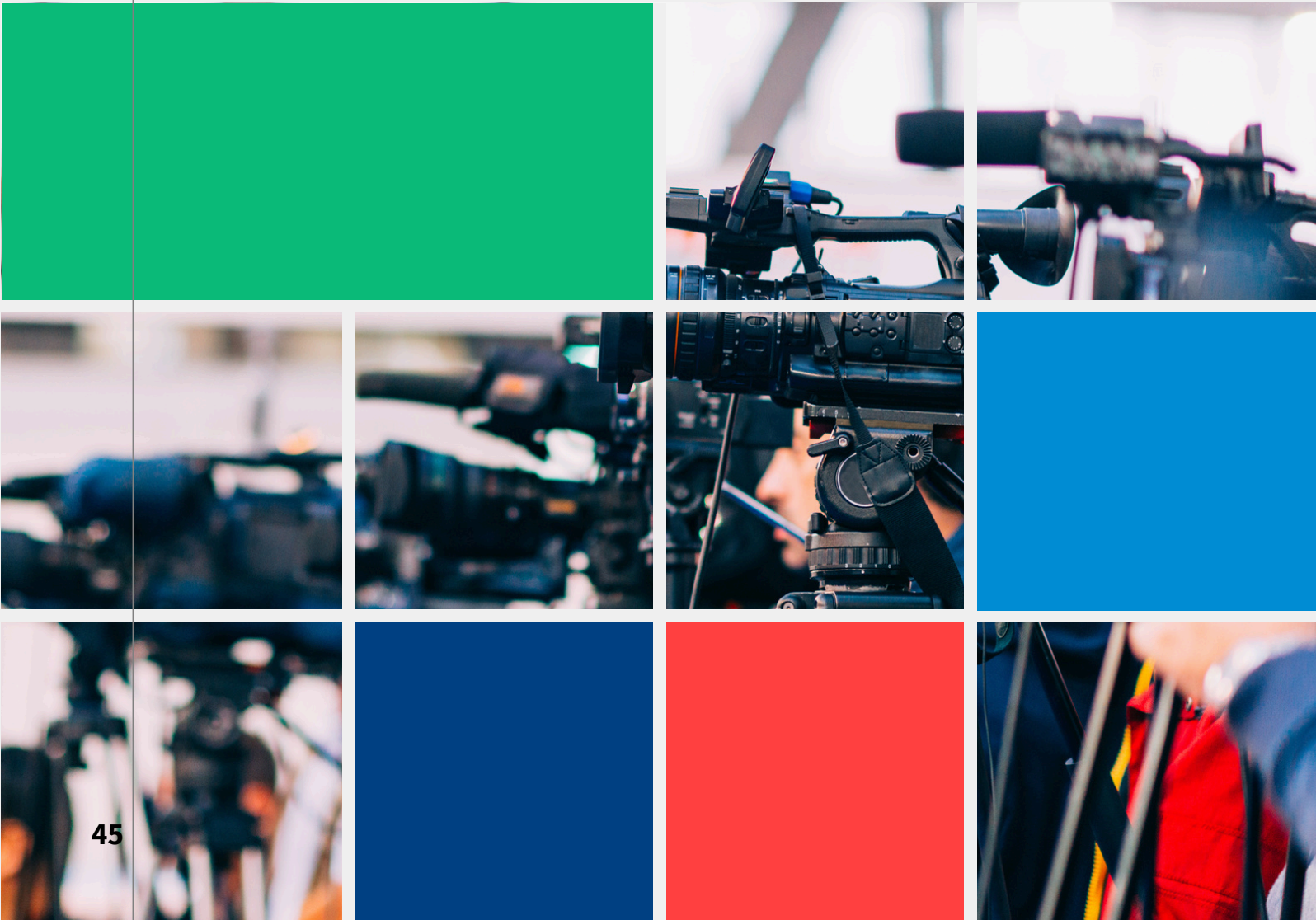
Much of this work takes place quietly, through detailed investigations and long-term coordination. But its impact is clear: protecting vulnerable individuals, preserving trust in healthcare systems, and ensuring that public resources are used as intended, especially when it matters most.

**Protecting public resources also means protecting the people who rely on them. When trust is compromised, accountability matters.**

# Public Affairs Division

The Public Affairs Division serves as the connection between the TBI and the public it serves. Through clear, timely, and accurate communication, the division works to inform, educate, and build trust with Tennesseans.

Much of this work takes place behind the scenes – supporting investigations, assisting victims’ families, and coordinating with media during complex situations. Guided by transparency and responsibility, Public Affairs ensures the agency communicates with care, internally and externally, especially during moments that matter most.



Clear, accurate communication is essential to public safety, especially when it matters most. Launched in 2025, the TBI's Public Affairs Division serves as the connection between the Bureau and the people of Tennessee, providing timely information, supporting transparency, and helping ensure the public understands the agency's work.

Whether during major investigations, critical incidents, or proactive public safety efforts, the division works to deliver information that is both responsible and responsive. This includes coordinating media relations, managing social media platforms, and providing guidance that supports informed decision-making by the public, partners, and stakeholders.

Much of this work takes place behind the scenes. The Public Affairs Division works closely with agents, analysts, and leadership to ensure information is shared in a way that protects the integrity of investigations while also meeting the public's need for clarity and accountability. This balance requires judgment, coordination, and a steady commitment to doing what is right for both the case and the community.

## **Supporting Investigations & Public Awareness**

The division plays a critical role in supporting investigations by helping share information that may generate leads, assist in locating missing persons, or raise awareness about ongoing threats. Through strategic messaging and collaboration with media partners, Public Affairs helps extend the reach of the Bureau's work into communities across Tennessee. In addition to reactive communication, the division also leads proactive public education efforts, providing guidance on issues such as online safety, fraud, human trafficking, and emerging threats. These efforts are designed to equip Tennesseans with the knowledge they need to better protect themselves and their families.



## **Strengthening Partnerships Across Tennessee**

The Public Affairs Division also supports law enforcement agencies across the state by providing communication guidance and coordination during complex or high-profile situations. This includes assisting local agencies with messaging, helping ensure consistency, and reinforcing public confidence during times of uncertainty.

Through collaboration, training, and shared resources, the division helps strengthen the broader public safety network—recognizing that clear communication is a critical component of effective law enforcement.

## **Telling the Story of Service**

Beyond immediate communication needs, the division plays an important role in telling the story of the Tennessee Bureau of Investigation. Through digital content, video production, and strategic outreach, Public Affairs highlights the work of the agency's divisions and the people behind the mission. These efforts provide transparency, build trust, and help ensure Tennesseans understand not only what the Bureau does, but why it matters.

# Technology & Innovation Division

The Technology & Innovation Division works to ensure the Tennessee Bureau of Investigation is prepared for today's challenges – and tomorrow's. From infrastructure to emerging tools, this division supports the systems that allow the agency to operate efficiently, securely, and responsibly.

Much of this work happens quietly in the background, but its impact is far-reaching. By anticipating needs, strengthening capabilities, and embracing thoughtful innovation, this division helps ensure the agency is ready to serve when circumstances demand reliability and resilience.



The TBI's Technology & Innovation Division ensures the Bureau is equipped to meet the demands of modern investigative work. By maintaining critical systems, supporting complex digital investigations, and advancing new capabilities, the division helps keep personnel connected, informed, and prepared to respond – especially when it matters most.

From cybercrime investigations to intelligence analysis to enterprise technology systems, the division provides the tools and expertise needed to operate in an increasingly digital environment. Much of this work happens behind the scenes, but it plays a central role in supporting investigations, strengthening partnerships, and enhancing public safety across Tennessee.

## Cybercrime & Digital Evidence Unit (CDEU)

The Cybercrime & Digital Evidence Unit conducts specialized investigations into a wide range of online threats, including internet crimes against children, threats to life communicated through digital platforms, cyber-enabled fraud, and computer intrusions. In addition to leading its own investigations, the unit supports agents and partner agencies by conducting advanced digital forensic examinations and providing technical expertise in the collection and analysis of electronic evidence. This includes communications data, geolocation information, and other forms of digital evidence critical to modern investigations.

CDEU also provides operational support through mobile command capabilities, specialized vehicles, and communications resources. The unit oversees the Bureau's Electronic Storage Detection K-9, Marvel, who is trained to locate hidden digital storage devices -- further enhancing investigative capabilities in complex cases.



## Criminal Intelligence Unit

The Criminal Intelligence Unit collects, analyzes, and

shares information related to criminal activity across Tennessee, providing timely intelligence that supports investigations and informed decision-making.

The unit also manages several of the Bureau's most visible public safety programs, including the Tennessee Sex Offender Registry, the Persistent Domestic Violence Registry, and the state's Most Wanted Fugitive program. In addition, the unit houses the Missing Persons Clearinghouse, which issues alerts to help locate missing children and vulnerable or elderly adults.

Through these efforts, the unit connects information to action, helping ensure that critical details reach those who need them, when they need them.

## Information Systems Unit

The Information Systems Unit serves as the Bureau's technology backbone, managing the systems and infrastructure that support daily operations. This includes maintaining the data center, supporting business applications, managing communications and networking systems, and ensuring the security and reliability of technology resources.

The unit also develops and implements new systems, supports both internal personnel and external law enforcement partners, and ensures that technology remains accessible, secure, and responsive to evolving needs. Whether in the office or in the field, this work allows TBI personnel to operate effectively wherever their duties take them.

## Enabling Modern Investigations

As criminal activity continues to evolve in the digital space, the Technology & Innovation Division remains focused on adapting and advancing its capabilities. By combining technical expertise with a commitment to



service, the division ensures the Bureau is prepared to investigate complex cases, support partners, and respond to emerging threats.

Much of this work may go unseen, but it provides the foundation that allows investigators to act with speed, precision, and confidence when it matters most.



**"The Tennessee Bureau of Investigation's Technology & Innovation Division stands at the forefront of today's most complex and rapidly evolving challenges, whether it's protecting seniors from online fraud, apprehending child predators, locating missing people, navigating the risks and opportunities of artificial intelligence, or delivering the real-world benefits of modernization to law enforcement operations. By anticipating emerging threats and investing in resilient, forward-thinking solutions, this division strengthens the Bureau's ability to act with speed, precision, and integrity. The result is a safer, more informed Tennessee where investigators are better equipped, partnerships are stronger, and citizens can have greater confidence that their safety and security are being protected not just for today, but for the future."**

**Rich Littlehale**  
TBI Assistant Director, Technology & Innovation Division

# Training Division

The Training Division prepares the people of the TBI – and partners across the state – to serve with professionalism, integrity, and confidence. Through instruction, development, and continuous learning, this division helps ensure readiness for the demands of modern law enforcement.

Training is where preparation becomes capability. Long before a critical moment arrives, this division equips agents and staff with the skills, judgment, and values necessary to respond effectively – reinforcing the Bureau’s commitment to service when it matters most.



Preparation is at the heart of effective public safety. Long before a critical moment unfolds, the TBI's Training Division works to ensure agents, officers, and partners across the state are equipped with the knowledge, skills, and judgment needed to respond with confidence and professionalism.

Guided by its mission to enhance the capabilities of law enforcement through training, research, instruction, and development, the division plays a vital – though often unseen – role in strengthening public safety across Tennessee. Through both internal and external programs, the Training Division remains responsive to the evolving needs of the Bureau and its law enforcement partners statewide.

Each year, the division provides training to more than 35,000 individuals. This work is delivered by a team of commissioned and non-commissioned personnel whose experience and expertise support the development of practical, relevant instruction across a wide range of disciplines—from de-escalation and human trafficking to crime scene investigation and leadership development.

## **Building Capability Across Tennessee**

While many associate the TBI with active investigations, a significant part of its impact comes through training and education. The Training Division delivers extensive programming – often at little or no cost – to local, state, and federal partners, helping agencies strengthen their capabilities and better serve their communities. These efforts reflect a simple but powerful principle: strengthening individual officers strengthens public safety statewide.

## **Training Facilities & Infrastructure**

The division maintains more than 5,700 square feet of dedicated classroom space at TBI Headquarters in



Nashville, supported by modern audio-visual technology and flexible learning environments. Additional training is conducted at regional offices across the state, allowing the Bureau to meet agencies where they are and expand access to instruction. These spaces support both traditional classroom learning and hands-on, scenario-based training, ensuring participants can apply what they learn in realistic environments.

### **Developing the Next Generation of Agents**

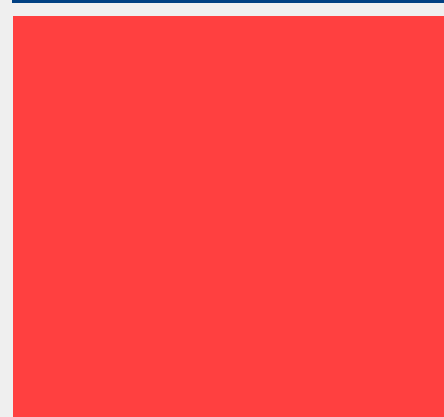
The Training Division oversees the Bureau’s Special Agent Academy, a 16-week residential program that prepares new criminal investigators for the demands of the field. Through instruction in surveillance, interviewing, undercover operations, firearms, tactics, and crime scene investigation, trainees build a foundation of skills designed to promote both safety and effectiveness. This academy represents the starting point of a career defined by service, preparation, and accountability.

### **Expanding Expertise Through External Training**

In addition to internal training, the division delivers specialized academies and courses for law enforcement partners across Tennessee. Programs focused on leadership, criminal investigations, and evidence collection provide officers with practical tools they can immediately apply in their communities. This commitment to shared learning ensures that agencies statewide are better prepared to respond when challenges arise.

### **Risk Mitigation & Specialized Capabilities**

The Training Division also supports specialized programs designed to reduce risk and enhance operational readiness in high-risk situations. Personnel are provided advanced training and equipment to assist in roles as Tactical Breachers, Emergency Medical



Technicians, and Search and Rescue Operators. These personnel are able to assist in tactical entries, provide emergency medical care, and respond to natural disasters and missing persons cases. These added capabilities enhance overall safety and effectiveness in demanding environments throughout the state.

## **Conflict Management & Use-of-Force Training**

Through its Conflict Management Program, the division delivers consistent, scenario-based training in firearms, close-quarters control, and judgmental decision-making. Agents are regularly evaluated in realistic training environments designed to reinforce sound decision-making and accountability. This ongoing training ensures personnel are prepared to manage high-stress situations with professionalism and care.

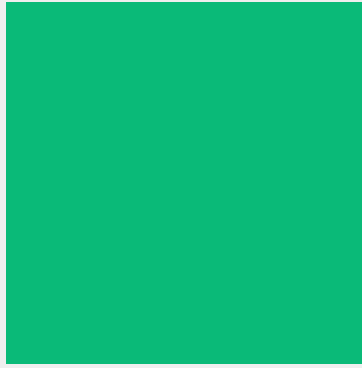
## **Community Engagement & Public Education**

The Training Division also engages directly with communities through outreach programs and academies. Initiatives such as the Citizen's Academy and Criminal Justice Forensics Academy provide opportunities for the public to better understand the Bureau's work while strengthening relationships and trust.

These programs reflect the understanding that public safety is a shared responsibility, and that transparency and engagement are essential to that effort.

## **Supporting the Wellbeing of Our People**

The division also oversees the CARES program, which focuses on the mental and physical wellbeing of TBI employees. Through clinical support, peer networks, and ongoing assessment, the program ensures employees have access to resources that support their health and resilience. By investing in its people, the Bureau strengthens its ability to serve others.



# Prepared for the Moment

**How specialized training – and a commitment to readiness – made a life-saving difference in Memphis**

In public safety, preparation is often invisible.

It happens in training environments, in long hours of repetition, and in the deliberate development of skills that may never be called upon, but must be ready if they are. In 2025, the Tennessee Bureau of Investigation took a step to strengthen that readiness with the creation of the Risk Mitigation Initiative.

Formed within the Training Division, the effort brings together agents specially trained and equipped in tactical breaching, search and rescue, and emergency medical response. The goal is simple: to ensure that critical capabilities are immediately available when they are needed, without relying on outside resources.

While this approach increases flexibility and operational effectiveness, its impact is ultimately measured in something more important: safety. Whether executing search warrants, supporting investigations, or working in everyday environments, these capabilities help protect both TBI personnel and the communities they serve.

## **When Training Becomes Action**

Not long after its formation, that preparation was put to the test.

While in Memphis, Special Agent Randy Woods encountered a life-threatening emergency when a woman arrived in a parking lot seeking help for her unresponsive husband. Without hesitation, SA Woods responded alongside federal partners, quickly removing the individual from the vehicle and assessing his condition.

The situation was critical. Despite an automated external defibrillator indicating that no shock was advised, SA Woods continued advanced medical intervention, establishing an IV line and administering epinephrine while maintaining focus under pressure.

His actions restored the man's heartbeat before emergency medical services arrived. The individual was then transported to a local hospital for further care.

## **Prepared to Serve – Anywhere, Anytime**

As a certified TBI medic, SA Woods relied on both his training and TBI-issued medical equipment during the response. His ability to act decisively in an unexpected moment reflects the purpose behind the Risk Mitigation Initiative: ensuring that agents are prepared not only for planned operations, but for the unforeseen situations that can arise at any time.

Much of this work is never seen. It is built through preparation, reinforced through training, and carried out quietly in moments when there is no time to prepare. But in Memphis, that preparation made a difference.

It meant a life was saved.

And it demonstrated what it means to be ready, when it matters most.



# Tennessee Bureau of Investigation

**“That Guilt Shall Not Escape, Nor Innocence Suffer”**



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