

New York State Comptroller
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Never Forget: A Snapshot of the 9/11 Memorial & Museum



NATIONAL
SEPTEMBER 11
MEMORIAL
MUSEUM

September 2026 | Report 10-2027

Prepared by the Office of the State Deputy Comptroller of the City of New York

Introduction

The 9/11 Memorial & Museum's mission, as cited in its 2025 Annual Report is "to honor all those killed, support those affected by 9/11-related illnesses and recognize all who served in the aftermath." The 9/11 Memorial & Museum commemorates the 2,983 people who lost their lives in the September 11, 2001 terrorist attacks and the February 26, 1993 attack on the World Trade Center. The memorial and museum are operated by the National September 11 Memorial & Museum, a nonprofit that relies primarily on museum ticket sales to fund most operational costs, allowing the memorial itself to remain free for all visitors (see Figure 1).

FIGURE 1
9/11 Memorial & Museum Site



Source: 9/11 Memorial & Museum

Beyond serving as a place for remembrance, the 9/11 Memorial & Museum engages in advocacy and provides educational opportunities, including professional development for educators and in-depth learning experiences for students, and a variety of volunteer and services opportunities throughout the year. The Memorial and Museum on the site form a key landmark in Lower Manhattan and provide an expanded economic impact in recent years as visitations have risen.

Key Findings

- In 2025, the 9/11 Memorial & Museum welcomed 11.3 million and 2.4 million visitors, respectively.
 - More than half of all visitors were international visitors, with those from the United Kingdom, Germany, France, Italy and Spain making up the largest shares.
 - The largest volume of United States visitors were from New York, California, Texas, Florida and New Jersey.
 - As of the end of 2025, the 9/11 Memorial & Museum staff included 163 full-time employees, 169 part-time employees, and 225 contract workers.
 - Operating expenditures included more than \$67 million paid to over 500 vendors, and roughly \$4 million in utilities and office expenses.
 - More than 94,000 free admissions to the museum were granted in 2025, to 9/11 families, survivors, downtown community residents, active and retired military, City University of New York (CUNY) students, and rescue and recovery workers.
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The 9/11 Memorial & Museum currently houses a collection of more than 82,000 artifacts related to the 1993 and 2001 tragedies, and the ongoing impact of the 9/11 attack, including 5,500 items added in 2024 and 1,290 added in 2025. Commemorative events held each year include anniversary ceremonies held on February 26 and September 11, the reading of victims' names, the Tribute in Light — two vertical beams representing the fallen towers projected from dusk on September 11 to dawn of the following day, and the 9/11 Memorial & Museum 4M run which is now part of the New York Road Runners' calendar.

The memorial is located at the site of the former World Trade Center complex and occupies approximately half of the 16-acre site. The memorial's twin reflecting pools, each nearly an acre in size, feature the largest man-made waterfalls in North America. Victims' names are inscribed on the bronze parapets surrounding the pools. The Memorial Glade, added in 2019, honors the rescue, recovery and relief workers, the survivors, and members of the downtown community who fell sick or died from exposure to the toxins at the site.

The museum is accessible to those with disabilities and centrally located near two major commuting hubs, the Fulton Street Transit Center and the Port Authority Trans-Hudson (PATH) World Trade Center station, along with other subway and bus stops in the vicinity, highlighted in Figure 2 above. Memorial hours are 8 a.m. to 8 p.m. daily, while the museum is open 9 a.m. to 7 p.m. Wednesday through Monday, and select Tuesdays.

In addition to active advocacy, opportunities to support the 9/11 Memorial & Museum include membership, contributions to the Never Forget Fund, annual fund-raising events, office or public-facing volunteer roles, and artifact donations.

The map shows the PATH train route (indicated by a blue arrow) starting from the WTC and heading towards the 9/11 Memorial & Museum. The 9/11 Memorial & Museum is highlighted in yellow. Other landmarks include the WTC, 3 WTC, 4 WTC, Transportation Hub, St. Paul's Chapel, Zuccotti Park, Trinity Church, and the New York Stock Exchange. Streets shown include West St, Greenwich St, Broadway, and others. The PATH logo is visible in the top left corner.

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Economic Impact

Between 2018 to 2025, the memorial welcomed 57 million visitors and the museum hosted more than 16 million visitors. In 2025 alone, the memorial welcomed 11.3 million visitors and the museum saw 2.4 million visitors.¹ Visitation to the Museum has been steady in recent years, although still lagging pre-pandemic levels of more than 3.1 million in 2019. The memorial attendance, however, now exceeds pre-pandemic levels.

More than half of visitors in 2025 were from international destinations, including the United Kingdom, Germany, France and Italy, which each made up at least 5 percent of all visits. While international visitations to the United States declined in 2025, the 9/11 Memorial & Museum saw an increase in these visitations that same year. The largest share of domestic visitors was from New York, California, Texas, Florida and New Jersey.

As of the end of 2025 the 9/11 Memorial & Museum had 163 full-time employees and 169 part-time employees, as well as 225 contract workers. Nearly half of these contract employees are guards. Janitorial and engineering contract employees, represented by Local 32BJ and Local 94, respectively, are the next largest groups of contract workers.

Operations at the 9/11 Memorial & Museum are also supported by volunteers and interns. In 2025, 109 volunteer docents provided 9,748 hours of service to the museum, while other volunteers provided 8,297 hours. There were 23 interns (22 percent of whom were CUNY students) providing more than 3,200 hours of service.

The organization paid more than \$67 million to over 500 vendors in 2025, and approximately \$4 million in utilities and office expenses. The development and construction of the memorial and museum, which was approximately \$1 billion, and according to analysis funded by the museum, supported about 674 jobs annually until work was completed.

FIGURE 3
Tribute in Lights



Source: 9/11 Memorial & Museum

Education and Advocacy

To ensure that future generations continue to learn about and draw on the knowledge of the World Trade Center attacks, the museum conducts programs for students, educators, first responders, law enforcement, intelligence professionals and the general public. In addition to museum visits, student programming includes virtual and on-site guided field trips and a 30-minute film featuring eyewitness and personal accounts entitled the Anniversary Digital Learning Experience. In 2025, the Digital Learning Experience was also screened at select AMC theaters.

The 9/11 Memorial & Museum undertakes special efforts to extend outreach to those affected by the tragedy and those who live locally. More than 94,000 free admissions to the museum were granted in 2025 for 9/11 families, survivors and those located in the downtown community, active and retired military, CUNY students, and rescue and recovery workers. Roughly 15,000 students from New York State have visited the museum, with an additional 8,000 from New Jersey and Connecticut.

The museum maintains an Institute for Educators program which offers educators enhanced access to the museum's collection. The program has been in operation for four summers with more than 100 graduates.² Since 2014, the Museum also has conducted over 110 teacher professional development workshops, which include virtual learning opportunities, serving approximately 19,500 educators.

The 9/11 Memorial & Museum's mission is also being promoted through The Visionary Network, a program that brings together participants ages 21 to 45 in "advocacy, service and commemoration."³ Established in 2020, its purpose is to help carry forward "the legacy of 9/11, its repercussions, and its ongoing impacts..." to future generations.

In addition to online donations and ticket sales, the 9/11 Memorial & Museum operations raise funding each year through the Annual 9/11 Memorial & Museum Benefit dinner and the 4M (formerly 5K) run which both attract donor contributions, and through an income stream from the Never Forget Fund which was established in 2021. Income from the Fund goes to education programs aimed at reaching those who have no personal memory of the events.⁴

With the help of these and other streams of income, the museum aims to continue supporting 9/11 families in dealing with the repercussions of both attacks, expand its public outreach, promote leadership and community engagement, and ensure the tragedies and lessons of 9/11 remain part of future generations' understanding and are never forgotten.

Endnotes

¹ 9/11 Memorial and Museum, Annual Report 2025, <https://911memorial.org/sites/default/files/2026-04/2025%20Annual%20Report.pdf>

² 9/11 Memorial & Museum, Annual Reports 2023, 2024 and 2025.

³ 9/11 Memorial & Museum, Annual Report, 2024, page 26, <https://911memorial.org/2024-annual-report>

⁴ 9/11 Memorial & Museum, Annual Report 2025, page 15, <https://911memorial.org/sites/default/files/2026-04/2025%20Annual%20Report.pdf>.



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