

DEPARTMENT OF INVESTIGATION

Jocelyn E. Strauber, Commissioner



WHAT WE DO

The Department of Investigation (DOI) is a law enforcement agency that promotes and maintains integrity and efficiency in City government by investigating alleged corruption, gross mismanagement, waste, and abuse by City agencies, entities, employees and contractors. DOI has oversight of more than 45 mayoral agencies with over 300,000 employees, as well as dozens of City boards and commissions. DOI attacks corruption comprehensively through investigations that lead to arrests, public reports, and recommendations for policy and procedural reforms intended to strengthen agencies' internal controls and improve their operations. DOI is guided by a mission to identify and prevent criminal misconduct, waste, abuse, and mismanagement, and to ensure wrongdoers—whether public officials, City employees, contractors, or other third parties—are held accountable, thereby improving the way City government functions. In so doing, DOI serves New Yorkers by acting as an independent and nonpartisan watchdog for City government.

FOCUS ON EQUITY

DOI seeks to improve public confidence in government operations and works to ensure that City government functions effectively, and with integrity and transparency. DOI focuses on exposing and combatting corruption, mismanagement, and fraud. These abuses can threaten the availability of resources for New Yorkers in need as well as the equitable access to government services. DOI holds individuals engaged in misconduct to account and returns stolen funds to the City, to workers, and to other victims of theft and fraud. DOI makes Policy and Procedure Recommendations (PPRs) to City agencies to remedy vulnerabilities identified by DOI investigations, to improve how City agencies operate, and to prevent future misconduct so that City government can more equitably serve all New Yorkers.

During Fiscal 2025, DOI issued 16 public reports addressing an array of issues that include: excessive workers' compensation claims by New York City Department of Correction (DOC) employees; safety at senior New York City Housing Authority buildings; an analysis of social media use by senior New York City Police Department (NYPD) leadership on official NYPD accounts; a review of NYPD's Community Response Team; an examination of the reliability of DOC's narcotics field testing; recommendations for improved security measures to prevent contraband smuggling in the City's jails; and the results of an investigation into a physical altercation involving a senior City Hall official. In each of these public reports, DOI includes recommendations to strengthen internal controls and policies intended to address the concerns or misconduct identified.

In Fiscal 2025, DOI investigations resulted in multiple arrests and convictions for criminal activities that divert valuable public resources from their intended beneficiaries, often vulnerable New Yorkers, pose risks to public safety, and undermine integrity in City government. Over the course of Fiscal 2025, DOI investigations resulted in: the guilty pleas and prison sentences of two former chiefs of the New York City Fire Department for expediting plan reviews and priority inspections in return for bribes; the guilty plea of a City-funded contractor who stole over \$35,000 of workers' wages and the full restitution of the workers' lost wages; the guilty plea of a New York City Employees' Retirement System employee for stealing \$624,000 from two retired City employees' pensions, and charges against three DOC officers for defrauding the City's workers' compensation system of nearly \$1 million, among many others.

DOI follows the facts and the law, regardless of politics, influence, or position. Through investigations, DOI ensures that wrongdoers who misappropriate public dollars, circumvent City rules to evade safety regulations, or undermine City operations for personal profit, are held accountable.

OUR SERVICES AND GOALS

SERVICE 1 Protect public resources from corruption, fraud, waste, and abuse and ensure that City employees and vendors act with integrity.

- Goal 1a Investigate potential corruption, fraud, waste, abuse, and unethical conduct to improve the integrity of City operations.
- Goal 1b Improve the impact and effectiveness of investigations.

SERVICE 2 Conduct background and fingerprint checks for certain City employees, contractors and child care workers.

- Goal 2a Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

HOW WE PERFORMED IN FISCAL 2025

SERVICE 1 Protect public resources from corruption, fraud, waste, and abuse and ensure that City employees and vendors act with integrity.

Goal 1a Investigate potential corruption, fraud, waste, abuse, and unethical conduct to improve the integrity of City operations.

DOI issues Policy and Procedure Recommendations (PPRs) to remedy vulnerabilities for corruption, gross mismanagement, waste, and abuse revealed by investigations. DOI also continued its review of outstanding PPRs and worked with the relevant City agencies to confirm the status and seek implementation where appropriate. This effort resulted in a one percentage-point decrease in the number of PPRs still pending an outcome from City agencies. DOI issued 26 percent fewer new PPRs to agencies, down from 212 in Fiscal 2024 to 158.

DOI educates City employees on how to identify and report corruption, fraud, waste and unethical conduct, and the legal protection afforded to whistleblowers. These efforts aim to reach as many City employees as possible. DOI gives corruption prevention lectures both in-person and remotely to City employees and provides a digital on-line learning module that is distributed by the Department of Citywide Administrative Services (DCAS). In Fiscal 2025, DOI conducted 298 lectures in-person or via webinars, a 26 percent increase from the 236 lectures in Fiscal 2024. At the same time, 39 percent fewer City employees viewed the online e-learning corruption prevention lecture module in Fiscal 2025 than in Fiscal 2024. This decrease may be due to the increase in in-person and webinar lectures and system issues which prevented completion of the e-learning module for several months in Fiscal 2025. DOI is also currently reviewing the citywide corruption awareness e-learning process and plans to provide best practice guidelines to agencies to increase participation.

DOI's Vendor Integrity Unit allows companies that provide critical City services that are difficult to obtain elsewhere, but have integrity issues, to continue to do work for the City with appropriate oversight. An integrity monitor, selected and supervised by DOI and paid for by the vendor, provides that oversight. Integrity monitors hired by DOI also oversee selected large-scale, costly City projects to proactively protect the City from fraud, waste and abuse. At the end of Fiscal 2025, DOI was supervising 10 monitorships, down from 12 at the end of Fiscal 2024. This number fluctuates based on the City's needs.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Complaints	11,543	12,317	13,566	14,612	14,435	*	*	Up	*
★ Written Policy and Procedure Recommendations issued to City agencies	313	276	123	212	158	*	*	Down	*
Written Policy and Procedure Recommendations issued during previous fiscal years that have been accepted by City agencies (%)	90%	87%	87%	87%	87%	75%	75%	Neutral	Up
– Written Policy and Procedure Recommendations issued during previous fiscal years that have been implemented of those accepted by City agencies (%)	86%	86%	87%	88%	91%	*	*	Neutral	Up
Written Policy and Procedure Recommendations issued during previous fiscal years that are still pending an outcome from City agencies (%)	5%	8%	5%	7%	6%	*	*	Neutral	*
Written Policy and Procedure Recommendations issued during previous fiscal years that have been rejected by City agencies (%)	4%	4%	5%	6%	6%	*	*	Up	*
★ Corruption prevention and whistleblower lectures conducted	67	72	240	236	298	100	100	Up	Up
Corruption prevention lecture e-learning attendees	25,028	23,395	29,245	27,351	16,724	*	*	Down	*
Integrity monitoring agreements	10	12	12	12	10	*	*	Neutral	*
Vendor name checks completed within 30 days (%)	92%	93%	97%	97%	91%	85%	85%	Neutral	Up
★ Critical Indicator ● Equity Indicator "NA" Not Available ⬆️⬆️ Directional Target * None									

Goal 1b Improve the impact and effectiveness of investigations.

The average time to complete an investigation increased 17 percent from 214 days in Fiscal 2024 to 251 days in Fiscal 2025. At the same time, the number of closed investigations decreased slightly from 895 in Fiscal 2024 to 806 in Fiscal 2025. The time to complete investigations may depend on the types of investigations conducted in the fiscal year. For example, fewer complex investigations may be more time consuming than a higher number of less complex investigations.

DOI investigations may result in referrals for civil and administrative action, referrals for criminal prosecution, arrests, and/or financial recoveries. In Fiscal 2025 compared to Fiscal 2024, the number of referrals for civil and administrative action decreased by 38 percent (from 796 to 495); the number of referrals for criminal prosecution decreased by 36 percent (from 449 to 287); and the number of arrests decreased by 37 percent (from 349 to 220). The overall decrease in investigation outcomes may be attributable to the types of investigations handled in the fiscal year. For example, complex investigations of a relatively small number of individuals may be particularly resource intensive. This may result in a decrease in the number of overall investigations opened, as well as in a decrease in the referrals and arrests figures.

Whenever practicable, DOI attempts to recover financial losses identified during investigations. In Fiscal 2025 compared to Fiscal 2024, financial recoveries ordered or agreed to for the City decreased by 13 percent (from \$4,805,000 to \$4,165,000) and financial recoveries collected by the City decreased by 30 percent (from \$2,192,000 to \$1,537,000). However, financial recoveries ordered or agreed to be paid to individuals and non-City entities increased by 449 percent (\$375,000 compared to \$2,058,000). A single criminal case in which over \$1.4 million in restitution and forfeiture was ordered drove this increase.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to complete an investigation (days)	218	213	201	214	251	180	180	Up	Down
Active Investigations	1,632	1,549	1,618	1,619	1,515	*	*	Neutral	*
Closed investigations	930	803	878	895	806	*	*	Neutral	Up
★ Referrals for civil and administrative action	936	984	918	796	495	*	*	Down	*
★ Referrals for criminal prosecution	523	415	425	449	287	*	*	Down	*
★ Arrests resulting from DOI investigations	288	288	313	349	220	*	*	Neutral	*
★ Financial recoveries to the City ordered/agreed (\$000)	\$2,714.9	\$1,863.2	\$10,121.0	\$4,805.0	\$4,165.0	*	*	Up	*
★ Financial recoveries to the City collected (\$000)	\$2,580.4	\$7,017.5	\$2,118.0	\$2,192.0	\$1,537.0	*	*	Down	*
Financial recoveries to individuals and non-City entities ordered/agreed (\$000)	\$3,418.8	\$3,810.0	\$2,063.0	\$375.0	\$2,058.0	*	*	Down	*
★ Critical Indicator	🌀 Equity Indicator	"NA" Not Available		⬆️⬆️ Directional Target		* None			

SERVICE 2 Conduct background and fingerprint checks for certain City employees, contractors and child care workers.

Goal 2a Ensure that all background investigations and fingerprint checks are conducted in a timely manner.

In Fiscal 2025, with respect to background investigations received after July 1, 2019, the number of background investigations closed decreased by 27 percent compared to Fiscal 2024 (from 1,714 to 1,256). DOI received and closed 98 percent of these background investigations within six months during Fiscal 2025. Closures of background investigations received prior to July 1, 2019—those referred to as backlogged investigations—decreased by 26 percent (from 369 to 275). Staffing shortages contributed to the overall decrease in background investigation closures in Fiscal 2025. Despite this, progress was made. The number of backlogged background investigations remaining decreased by 76 percent in Fiscal 2025 and only 85 remain in total.

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
★ Average time to complete a background investigation (from date of receipt) (days)	107	71	119	115	116	180	180	Up	Down
Closed background investigations (of those opened on or after July 1, 2019)	1,180	1,386	1,712	1,714	1,256	*	*	Up	*
Background investigations received and closed within 6 months (%)	91%	99%	99%	99%	98%	80%	80%	Neutral	Up
Backlogged background investigations closed during the reporting period	1,879	1,443	547	369	275	*	*	Down	*
Backlogged background investigations remaining open	2,720	1,276	729	360	85	*	*	Down	*
Time to notify the Department of Mental Health and Hygiene of arrest notifications for current child care workers after receipt from the State Division of Criminal Justice Services (days)	4	1	1	1	1	*	*	Down	Down
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY CUSTOMER SERVICE

Performance Indicators	Actual					Target		Trend	
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	5-Year	Desired Direction
Customer Experience									
Letters responded to within 14 days (%)	100%	100%	100%	100%	100%	*	*	Neutral	Up
Average wait time to speak with a customer service agent (minutes)	3	3	3	3	3	*	*	Neutral	Down
CORE facility rating	NA	NA	NA	NA	100	*	*	NA	Up
Completed requests for interpretation	NA	9	20	87	15	*	*	NA	*
★ Critical Indicator ● Equity Indicator "NA" Not Available ⇅ Directional Target * None									

AGENCY RESOURCES

Resource Indicators	Actual ¹					Plan ²		5yr Trend
	FY21	FY22	FY23	FY24	FY25	FY25	FY26	
Expenditures (\$000,000) ³	\$51.4	\$49.9	\$47.7	\$55.7	\$63.7	\$62.6	\$55.9	Up
Revenues (\$000,000)	\$1.7	\$2.6	\$2.8	\$3.5	\$3.5	\$4.2	\$4.2	Up
Personnel	332	287	272	273	264	312	295	Down
Overtime paid (\$000)	\$146	\$377	\$372	\$447	\$107	\$107	\$107	Neutral
¹ Actual financial amounts for the current fiscal year are not yet final. Final fiscal year actuals, from the Comptroller's Comprehensive Annual Financial Report, will be reported in the next PMMR. Refer to the "Indicator Definitions" at nyc.gov/mmr for details. ² Authorized Budget Level ³ Expenditures include all funds "NA" - Not Available * None								

SPENDING AND BUDGET INFORMATION

Where possible, the relationship between an agency’s goals and its expenditures and planned resources, by budgetary unit of appropriation (UA), is shown in the ‘Applicable MMR Goals’ column. Each relationship is not necessarily exhaustive or exclusive. Any one goal may be connected to multiple UAs, and any UA may be connected to multiple goals.

Unit of Appropriation	Expenditures FY24 ¹ (\$000,000)	Modified Budget FY25 ² (\$000,000)	Applicable MMR Goals ³
Personal Services - Total	\$28.1	\$29.1	
001 - Personal Services	\$22.6	\$22.6	All
003 - Inspector General	\$5.5	\$6.5	All
Other Than Personal Services - Total	\$27.6	\$34.7	
002 - Other Than Personal Services	\$27.3	\$33.7	All
004 - Inspector General	\$0.3	\$1.0	All
Agency Total	\$55.7	\$63.7	

¹Comprehensive Annual Financial Report (CAFR) for the Fiscal Year ended June 30, 2024. Includes all funds. ² City of New York Adopted Budget for Fiscal 2025, as of June 2025. Includes all funds. ³ Refer to agency goals listed at front of chapter. "NA" Not Available * None

NOTEWORTHY CHANGES, ADDITIONS OR DELETIONS

- In February 2025, DOI began using a new case management system. As a result, several data points are captured differently in the new system than they were in the prior system. Every effort has been made to obtain exact matches for data produced before and after February 2025. However, there may be a margin of error as data continues to be audited and evaluated. Accordingly, updates to data for Fiscal 2025 may be made in the upcoming Fiscal 2026 Preliminary Mayor’s Management Report or the Fiscal 2026 Mayor’s Management Report.
- The Department updated Fiscal 2024 figures for several indicators to reflect finalized data. These include ‘Complaints’ (from 14,610 to 14,612), ‘Integrity Monitoring Agreements’ (from 9 to 12), ‘Active Investigations’ (from 1,616 to 1,619), ‘Referrals for civil and administrative action’ (from 793 to 796), ‘Referrals for criminal prosecution’ (from 446 to 449), and ‘Arrests resulting from DOI investigations’ (from 344 to 349).

ADDITIONAL RESOURCES

For more information on the agency, please visit: www.nyc.gov/doi.