

# ANNUAL REPORT 2023



 THE  
DOOR



# Letter from the CEO

**AS I REFLECT** on the incredible work of The Door and Broome Street Academy Charter High School (BSA) this past year, I am profoundly struck by the creativity of this dedicated community. This year, we have emphasized meeting young people where they are, recognizing that a changing world requires adaptability and increasingly innovative collaboration, engagement, and intervention.

We are experiencing a rapidly changing city, state, nation, and world.

The DNA of New York City is changing—we are seeing record numbers of asylum-seeking immigrants relying on the city's shelter system, many of them unaccompanied young people, and we are working hard to mobilize our resources in response. This means increasing access and redefining how we work: not just what services we offer but how we provide them. It means

expanding our language capacities, advocacy work, and getting creative about connecting with those most in need. Our Legal Services and Runaway and Homeless Youth teams tackle these challenges head-on daily, creating cross-sector partnerships and piloting engagement strategies to reduce wait times, make information accessible, and increase retention.

In addition to a shifting population, we are looking to an ever-changing future of work. The World Economic Forum notes that 65% of the youth who entered primary school in 2017 will ultimately be employed in jobs that do not yet exist and for which they will not have adequate educational preparation. To address this rapidly shifting ecosystem, we must be at the cutting edge of workforce development, equipping youth with the critical thinking skills, hunger for knowledge, adaptability, and inventiveness needed to succeed.



**KELSEY LOUIE**  
CHIEF EXECUTIVE OFFICER



“Our mission is urgent. The mental health crisis among our youth is not just a problem, it’s an opportunity for transformation. It’s an opportunity to show our young people that we believe in their potential, that we stand with them, and that we are committed to building a future in which they can thrive.”

Our BSA and Career and Education programs are rising to this moment, developing unique industry partnerships and emphasizing the power of lifelong learning.

In a time of increasing discord and social isolation, it is crucial to model and cultivate compassion and connection, to build strong communities, and to support young people in building a brighter world. At The Door, we prioritize youth leadership, helping young people find and use their voices to speak up and out.

We also recognize that it’s our moral imperative to show up for New York’s young people as they fight through the silent epidemic that is the youth mental health crisis. Our mission is urgent. The mental health crisis among our youth is not just a problem, it’s an opportunity for transformation. It’s an opportunity to show our young people that we believe in their potential, that we stand with them, and that we are committed to building a future in which they can thrive. We are meeting this crisis head-on by expanding and diversifying our mental health services and embracing

our role as a proactive architect of change in the field.

We seek to improve access in all that we do. Every young person is entitled to access to information, resources, and a supportive community of care. We have modeled this dedication to access by expanding our footprint in the South Bronx. The Door’s holistic model ensures that we truly see young people for who they are and what they offer, not just what they need. Our community is built on celebration, shared meals, small everyday connections, and meaningful interactions. We take the time to listen and respond, and I know that you will see the evidence of this commitment throughout the following pages.

At The Door, we believe in the power of youth to transform, overcome, heal, and connect. We believe in youth, and we know that you do too. When you invest in The Door, you invest in the future. Let’s build it together.



**KELSEY LOUIE**  
CHIEF EXECUTIVE OFFICER





## Our Approach

# Who We Are

At The Door, we believe that every young person is someone special, and our holistic programming is designed to support each individual's unique paths to fulfillment.

We know that youth shine when they feel seen and supported. Whether through a shared meal or a visit to our health center, a songwriting class or a counseling session, an internship or time with a tutor, legal representation or housing assistance, it's all here at The Door.

Our dynamic community strives to increase access to life changing resources and to celebrate each and every success along the way. At The Door, young people are seen, heard, and loved.

**“Every young person deserves to have the opportunity to explore whatever their interests may be and to have their needs met.”**

— Holly Harrison, Managing Director,  
College Advising & Arts Programming



# Program Highlights

THE DOOR  
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## LEGAL SERVICES

The Legal Services Center continues to expand its direct-services capacity to meet the rapidly rising needs of New York City youth, with a specialization in immigration law. A demand for expanded language access and long-term client engagement has been met through strong pro bono partnerships with many of the top law firms in New York City, volunteers, and increased staffing. In addition to providing direct legal representation, our team emphasizes access to information and broad advocacy, empowering youth to navigate systems. The Legal Services Center also houses a growing civil legal practice, supporting young people through clinics focusing on criminal law consultation, housing rights, emancipation, name changes, and other family law matters.

→ **10,000 SERVICES** provided by our **Legal Services Center**



“Our legal team is responding to the influx of immigrant youth experiencing homelessness and dramatically shifting city demographics. We’re seeing compounding needs and a real lack of resources.”

— Meena Shah, Co-Managing Director,  
Legal Services Center



## PROGRAM HIGHLIGHTS

# CREATIVE ARTS

The creative arts are a vehicle for self-expression, social connection, and identity formation. At The Door, young people have access to a wide range of relevant, engaging, and dynamic arts programming designed to spark interest, ignite passion, and support deep connections to self and community. Cosmetology, fashion design, video and music production, expressive movement, ceramics, and so much more are available to members. The Door's Youth Arts Leadership Council merges creative practice with community activism, supporting members in finding their voices and developing the skills and confidence to use them. A focus on the business behind the arts sets young people up for long-term success.

- **21,000+** **arts + recreation** (e.g., crafting, fitness activities, talent shows, wellness workshops, etc.) services offered
- **16%** of **new members cited the arts** as their reason for becoming Door members

# HEALTH & WELLNESS

The Door's top-quality health and wellness services are built on an inclusive model of care that centers the individual and provides resources and education for lifelong wellness. Through primary health care, reproductive and sexual health care, dermatology, dentistry, optometry, gender-affirming health services, and a full suite of mental health supports, all within a culturally sensitive framework, our Adolescent Health Center meets young people where they are and supports them in achieving healthy, happy futures.



“Through one of our partnerships, we’re able to take young people to shows and engage them in specialized workshops. It’s so great being at the theater with them, often for the first time, and being able to take up space in environments they don’t think of as places they belong, to help them understand that they do.”

— Alejandro Rodriguez, Assistant Director, Arts Programming

## PROGRAM HIGHLIGHTS

The Door continues to evolve to meet the most pressing needs of NYC youth: **We are particularly proud to have expanded our offerings to include transgender health care.** Adolescent Health Center clients receive the full spectrum of health and wellness services, including hormone replacement therapy, identity-affirming clothes and products, surgery letters and referrals, and document assistance.

→ **NEARLY 2,500 YOUTH** received **vital health services**

## HOUSING & SUPPORTIVE SERVICES

Every aspect of life becomes challenging without safe, affordable, stable housing. At our Runaway and Homeless Youth Drop-In Center, young people can access showers, do laundry, visit the clothing closet and food pantry, seek respite, and connect with caring adults. Our staff provide members with immediate crisis support and referrals to external services and our integrated continuum of care, including our two Lower East Side supportive housing sites. Case managers create individual plans promoting long-term self-sufficiency and provide regular touchpoints for support.

→ **1,000+ YOUTH** accessed services through our **Runaway and Homeless Youth program**

→ **20%+** of members reported being **homeless or housing insecure**



“When young people receive supportive, client-centered services, they will make positive decisions, build healthier relationships, and live healthier, happier lives.”

— Renee McConey, Managing Director,  
Health Services



## PROGRAM HIGHLIGHTS

# CAREER & EDUCATION

Our Career & Education program aims to help young people find their passions and connect them with tools, resources, and knowledge to pursue their dreams and achieve self-sufficiency. We know that young people are much more likely to remain engaged and successful when school and work feel relevant and interesting. Our person-centered approach provides young people with academic support, college advising, alternative learning environments, and links to career training in their areas of interest. We believe that youth can thrive through connection to long-term careers in sustainable industries.

→ **1,500+ YOUTH** engaged in **job training and educational programs**

# FOOD & NUTRITION

Free access to delicious and nutritious meals and emergency food staples is a cornerstone of The Door's community. We know that nothing brings people together like a good meal, and our culinary team ensures that no young person leaves hungry. In addition to feeding the community, our food services team prioritizes health literacy and long-term wellness by providing nutritional education and wellness events, and support enrolling in the Supplemental Nutrition Assistance Program (SNAP) for those who are eligible. Additionally, our strong community partners ensure that young people have access to top-notch industry training and support those who are interested in careers in the culinary arts with internship and employment opportunities.

→ **NEARLY A THIRD** of members **regularly** access **food services**

“I learned that I was able to do more than I ever thought I could.”

— Zulaki, Door member



“If I come here, I won't be hungry. I'll always have something to do. My friends are always wandering the place.”

— Melody, Door member

## PROGRAM HIGHLIGHTS

# BRONX YOUTH CENTER

Completion of the new Bronx Youth Center (BYC) space marks a major accomplishment as The Door continues to expand geographically to reach more NYC communities. Strategically located in the South Bronx, the new BYC encompasses over 18,000 square feet, dramatically increasing program capacity and creating opportunities to offer more robust programs and services. The new space features numerous classrooms, a state-of-the-art computer lab, clothing and parenting supply closets, a food pantry, and recreational spaces. Collectively, those spaces encourage increased collaboration and community-building while staying true to The Door's holistic model. This year has also seen an expansion of on-site arts and mental health programming, increased access to legal and housing support, enhanced food and nutrition programming, and an array of basic needs support. Additionally, a transformative gift from Lynne and Richard Pasculano in support of the BYC represents another historic step toward making the vision of our Bronx expansion a reality; their extraordinary commitment will directly enable innovative BYC growth and services for many years to come.

→ **650+ YOUTH** received services at **BYC**



“Working with young people in one of the highest poverty and underserved areas of the Bronx is an inspiring and rewarding experience. It is amazing to see the progress made each day and to watch young people grow and flourish.”

— Stephanie Imperati, Intake Coordinator



“Now that I have a safe home space and a career, I feel like I’m ready to tackle everything the world can throw at me.”

— Kelsie, Door member



“We’ve seen real progress around seeking help. Young people say they want to ‘work on their mental health.’ Now it’s up to us to help them find paths to lifetime wellness.”

— Steph Cadet, Director, Clinical Services



“It’s really nice to have a place where you can be you, but also work on yourself to really build yourself up. A lot of people don’t get the chance to do that.”

— Marc, Door member



# Addressing the Youth Mental Health Crisis

At The Door, we know that mental health and wellness are achieved collectively, emphasizing the need for a robust continuum of coordinated care for our members. We also know that there is no singular approach to addressing the youth mental health crisis, no “one size fits all” solution. We aim to equip ourselves, our community, and our members with as many tools as possible to build lives filled with connection and joy.

According to the CDC, 44% of U.S. high school students experience persistent feelings of sadness or hopelessness, and nearly 20% have seriously considered suicide. We see this reflected in the young people who come to The Door, who have often been unable to find support anywhere else but are speaking up and asking for help. Last year, nearly one-third of Door members took advantage of health and wellness services, and we provided nearly 6,000 mental health counseling sessions. We have made great strides in reducing the stigma surrounding seeking mental health support, but it is not enough.

“Taking a hard, critical look at the gaps in mental health systems has really been top of mind as we continue to build out a strong mental health continuum at The Door that truly addresses the needs of NYC’s young people. We’re always thinking about how we can evolve to address those gaps.”

— Phoebe Richman, Clinical Supervisor, Counseling



## ADDRESSING THE YOUTH MENTAL HEALTH CRISIS

Currently, we are expanding the physical space at The Door dedicated to mental health services and will soon open a new behavioral health clinic licensed by the New York State Office of Mental Health. This clinic will allow us to provide more interventions and will increase the scope of those offerings, leveraging the diversity and creativity of The Door's community.

Mental health support comes in many shapes and sizes—from creative arts therapy to psychiatric intervention, from peer support to a quiet conversation in a stairwell. As we are faced with a critical shortage of mental health providers nationwide, we know that we need to expand the network of support for youth. We are tackling this by training our staff to recognize early signs of distress and to intervene immediately by strengthening peer support programs and group interventions, partnering with CUNY to embed mental health advocates across programming, and working even harder to address the emotional needs of our members.

We know we are not alone in this fight and must continue expanding offerings, from early intervention to intensive treatment. In the months ahead, we will increase our internal capacities while partnering with schools, community providers, the city, and the state to improve collaborative care coordination. We know that no organization or sector can address this crisis alone, but together, we can provide a safety net for New York City's young people, ensuring that they have the support they need every step of the way.



“..we need to dismantle the stigma surrounding mental health and create a culture in which it is okay to not be okay.”

— Kelsey Louie, CEO, from his op-ed on the mental health crisis in *City & State's NY Nonprofit Media*

# Broome Street Academy

Founded in 2011, Broome Street Academy Charter High School (BSA) is a tuition-free public charter school embedded within and operated in collaboration with The Door. BSA serves up to 320 students annually, combining rigorous academic instruction with comprehensive wraparound support through our unique shared services model.

BSA is grounded in the belief that all scholars can succeed with the proper support and environment. Priority enrollment is offered to incoming 9th-grade students experiencing housing instability, involved in foster care, or otherwise involved with the child welfare system. BSA's team teaching model, combined with deep investment in social work and mental health supports, creates a nurturing environment for students who are often unsuccessful in more traditional educational environments.

BSA emphasizes co-teaching at all levels, including Advanced Placement (AP) classes. This dedication to accessibility allows students with special needs to take advantage of these rigorous academic offerings. This element of academic programming is something that will continue to expand in the years to come.

The BSA community is dedicated to listening to, learning from, and connecting with students and families and to celebrating every success—in the classroom, in the community, on the field, and on the court.

“The Door is a space I can come to without feeling like I owe anyone anything. It gives me opportunities to engage in a wonderful community.”

— Sophia, Broome Street Academy student & Door Youth Council member



→ **80%+** of BSA's graduating seniors were accepted to college



“The resiliency and commitment of BSA’s staff is utterly inspiring. Through many transitions and the major challenges educators have faced in recent years, the staff have been resolute and served as true beacons of hope for students. They have pivoted and responded in an uplifting and affirming way for students, caregivers, the community, and each other.”

— Lynnette Ford, Head of School

## BALANCE SHEET

### ASSETS

Cash and Cash Equivalents	\$875,018
Restricted Cash	\$300,000
Investments	\$22,153,541
Government Grants and Other Receivables	\$7,718,218
Due From Related Parties	\$54,630
Pledges Receivable, Etc.	\$2,091,873
Prepaid Expenses and Other Assets	\$453,557
Land, Buildings and Equipment, Net	\$17,167,018

**Total Assets** **\$50,813,855**

### LIABILITIES

Accounts Payable and Accrued Expenses	\$1,092,507
Accrued Payroll & Benefits	\$1,056,871
Due to Related Parties	\$312,150
Amounts Held for Others	\$559,431
Operating Lease Liabilities	\$5,634,100
Advances Under Government Grants	\$673,802

**Total Liabilities** **\$9,328,861**

### NET ASSETS

Without Donor Restrictions	\$37,249,323
With Donor Restrictions	\$4,235,671

**Total Net Assets** **\$41,484,994**

**Total Liabilities & Net Assets** **\$50,813,855**

## STATEMENT OF ACTIVITIES

### SUPPORT AND REVENUES

Private Support <i>(Contributions, Foundations and Corporate, Special Events)</i>	\$9,242,711
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Government Grants and Contracts	\$16,919,225
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**Total Private & Governmental Support** **\$26,161,936**

**Total Other Operating Revenues** **\$3,738,731**

**Total Operating Support & Revenues** **\$29,900,667**

### EXPENSES

#### PROGRAM SERVICES

Mental Health and Personal Development	\$3,141,865
Career and Education Services	\$8,528,066
Health Center	\$6,485,684
Legal	\$7,065,329
Nutrition	\$676,014

**Total Program Services** **\$25,896,958**

#### SUPPORTING SERVICES

Management & General	\$8,857,035
Fundraising	\$1,527,145

**Total Supporting Services** **\$10,384,180**

**Total Operating Expenses** **\$36,281,138**

Change in Net Assets, Before Non-Operating Revenue **\$(6,380,471)**

## NON-OPERATING REVENUES AND LOSSES

Miscellaneous and Other **\$766,751**

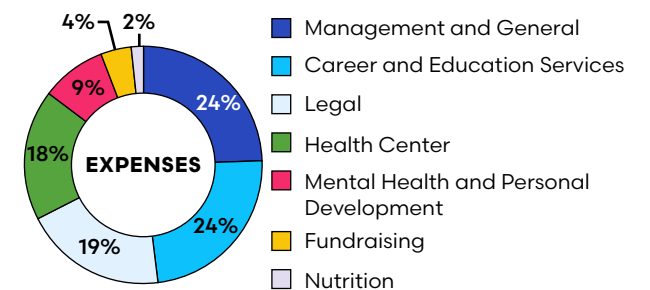
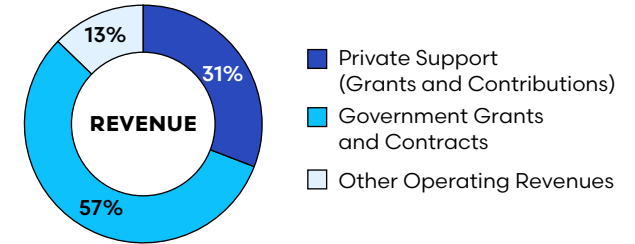
Investments Returns in Excess of Amounts Used for Operations, Net **\$659,788**

**Total Non-Operating Revenues** **\$1,426,539**

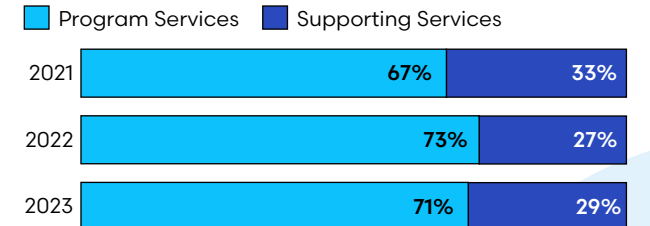
Change in Net Assets **\$(4,953,932)**

Net Assets, Beginning of Year **\$46,438,926**

**Net Assets, End of Year** **\$41,484,994**



### PROGRAM SPENDING





# Thank you, donors!

The generosity of our supporters ensures that Door and BSA youth can continue to build and deepen caring relationships and access essential services.

**TOGETHER, WE ARE EXPANDING POSSIBILITIES.**

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