

# PILOTWORKS

## *Meat + Three*

### Episode 24

*In October, the venture-capital funded food incubator, Pilotworks, abruptly shuttered, putting nearly 500 people's livelihoods in jeopardy. What happened to the entrepreneurs who are affected by the shutdown? Did their businesses survive? How did the community mobilize and what does this cautionary tale mean for the future of food entrepreneurship?*

**Caity Moseman Wadler, Host:** Welcome to *Meat + Three*, Heritage Radio Network's weekly food news roundup. I'm Caity Moseman Wadler.

**Kat Johnson, Host:** And I'm Kat Johnson.

**Caity:** And today is the season finale of *Meat + Three*. We're taking a close look at one of the biggest food scandals of 2018. The abrupt closing of Pilotworks, a food incubator and kitchen facility for emerging food and beverage brands. This story is a roller coaster. So buckle up. Pilotworks, which was originally called Foodworks, opened to great fanfare in 2016 and at their peak they had incubators across the country in Brooklyn, Chicago, Dallas, Newark, Providence and Portland, Maine. This is the story of a major national food tech company that turned the lives of over five hundred people upside down.

**Jay Solly, Brooklyn Quality Eats:** You know, I don't like to ruin people's reputations but I really hope they don't get to do it again.

**Barbara Pangilinan, Brooklyn Quality Eats:** To me, it felt like Enron all over again but in the food world.

**Kat:** A year ago Pilotworks raised 13 million dollars in a round of Series A financing from, among others TechStars Ventures and Acre Venture partners, which is Campbell's Soup's venture capital fund. At the time one investor praised Pilotworks' co-founders Mike Dee and Nick Devane for their leadership and work ethic saying they are "maniacally focused on their customers' experience and are obsessed with solving a big problem - helping food entrepreneurs." Sadly things didn't go according to plan. They brought in a new CEO, Zack Ware in June of 2018. And by October Pilotworks in Brooklyn shuttered. We're focusing on the Pilotworks here in Brooklyn, where we're also based. This closure jeopardized the livelihood of over 175 businesses.

**Caity:** The backers of Pilotworks included investors affiliated with Seamless, Sweet Green, Thrive Market and Blue Hill. So they had a really strong financial start from the beginning, but the investors aren't necessarily involved with the day to day operations of the business.

**Kat:** So this story really hit close to home because the first Pilotworks in the country opened not far from our studio in the old Pfizer building which is located at the border of Bushwick and Bed Stuy. Pilotworks members have been guests on our show and embody the spirit of what we believe here at HRN, that food is the easiest and best way to build community.

**Caity:** We decided to devote this whole episode to the crisis. What happened to the entrepreneurs who are affected by the shutdown? Did their businesses survive? How did the community mobilize and what does this cautionary tale mean for the future of food entrepreneurship?

## ***CHAPTER 1: PROLOGUE (02:48)***

**Kat:** So to start things off let's give you some more background information about Pilotworks. What is it? How does it work?

So if you're a small food business trying to get off the ground in Brooklyn for example, you would go to Pilotworks because it was a place where you could rent kitchen space on demand. You would pay a small amount every month and you would have access to using kitchen space when you needed it.

**Caity:** There were other benefits to being a member of Pilotworks as well. One of the biggest ones included instant built-in mentorship opportunities and having community with fellow entrepreneurs. And the diversity of the members of Pilotworks was a huge asset. Pilotworks stated that more than 70 percent of the businesses in their kitchen were women and minority owned or operated. Pilotworks provided opportunities to people living in public housing through the Food Business Pathways Program.

**Kat:** One chef that used this program is named Chef Rootsie. She's the founder of a vegan catering and restaurant consulting company called Veggie Grub. Her business literally could not have thrived without this program because it paid for her first six months at the Pilotworks kitchen in Brooklyn.

**Chef Rootsie, Veggie Grub:** It was definitely an experience that I knew that I needed to take my business to the next level. It has a special place in my heart for me because my business went from just making a mere few hundred dollars a week at the level that I was doing it at, to make thousands of dollars a week once I entered Pilotworks.

**Caity:** We'll hear more from Chef Rootsie later in the show. But first we wanted to know if anyone had any inkling that there was trouble ahead. Most people we interviewed didn't necessarily see a shutdown coming. This is Jay Solly of Brooklyn Quality Eats.

**Jay Solly, Brooklyn Quality Eats:** No this one unfortunately is a total surprise. We trusted some of the best food sort of leaders in the industry to shepherd this incubator through.

**Caity:** The very few red flags mentioned were subtle.

**April Wachtel, Swig + Swallow:** I think that when you talk to some of the entrepreneurs who have had a lifetime in restaurants we were all hyper-aware that we were a startup within a startup. One of the things that we noticed is that when it expanded super rapidly, some of the details that were being sort of perfected at the Brooklyn location, the original location, some of those started to fall by the wayside. And we also did notice that some of the staff was feeling perhaps less motivated to do a great job. And these are people who do a fantastic job, right? So

when you start seeing that de-motivation amongst the employees, you are well aware that that is probably significant or that's probably indicative of a bigger problem.

**Caity:** April Wachtel is the CEO of Swig + Swallow, which makes fresh cocktail mixers sold through Whole Foods Markets among other retailers. Swig + Swallow had been operating out of the Brooklyn Pilotworks, but were beginning to expand to other manufacturing facilities.

**Kat:** And that's kind of the goal of Pilotworks as well. It's an incubator. It's also meant as a place where people can ramp up their business, grow their business, and then eventually move out to a larger production facility.

**Andrea Carbine, Former Pilotworks Employee:** So in the early days in my time with the company it was exciting.

**Kat:** This is Andrea Carbine, a former Pilotworks employee based in Chicago office.

**Andrea Carbine:** By the time we launched the first week of May, the company had changed drastically. The CEO Nick had stepped aside. We started cutting back programming. There was a lot of just time and focus on sort of the real estate and how things were structured and how they were going to sort of focus on the markets. And there just wasn't an emphasis on the makers or advocating for them or sort of focusing on them at all, quite honestly. It had been communicated to me by the gal who became my superior that you know my background in food was sort of seen as a liability.

**Caity:** Usman Bhatti was the director of facilities for Pilotworks across the nation and managed day to day operations and budgetary requests from his office in Brooklyn.

**Usman Bhatti, Pilotworks Employee:** Yeah, I felt like that the fact that I didn't know about food mattered less and less. We were less thinking about food experience and more about who knows marketing, how do you market. We were looking for market managers and not GMs who can run a space. We blew through a lot of money in the five, six months before I got there and I think it's because we were trying to be innovative and on the cutting edge but we were not making enough in the beginning to be cutting edge right away. I think if Brooklyn was still open today it would still be making a ton of money. Something like Pilotworks definitely can succeed and definitely should happen again. The part of that that hurts the most? We were righting the ship. We were finally making preventative maintenance budgets and doing service plans and our new CFO, who had just come in, was turning it around very quickly.

## ***CHAPTER 2: THE DAY OF (07:50)***

**Kat:** So now let's talk about October 13, 2018.

**Usman Bhatti, Pilotworks Employee:** I get a call in the morning, 9 a.m., just waking up. I had missed the call and my boss was like 'give me a call please it's important.' I'm like, what's going on, is the kitchen blowing up or something, I don't even know. So I call back and Zach Ware is on the phone with my boss. And he says 'Hey we tried to close funding and we weren't able to.'

Because of that, effective 5 p.m. today, we can no longer support employees.' Meaning, we have to fire everyone, including you. And in addition to that, we're closing up shop in all cities.

**Kat:** Pilotworks e-mailed its members telling them that they would not be able to return to their workspaces. These businesses were given two days notice on a Saturday night that Pilotworks was shuttering its Brooklyn and Newark locations. The email said that the displaced businesses would be able to pick up their supplies and equipment on a set date.

**Helah Kehati, JPO Concepts:** I actually re-read the email like two or three times and it sunk in that it was not a joke. And they were really doing this to us.

**Kat:** This is Helah Kehati, the founder and president of JPO concepts, a catering business that also makes high quality frozen entrees.

**Helah Kehati:** Then there was a moment of anger. And maybe couple hours later some panic, which eventually turned into pure hustle, so me and my team could figure out what we do next. I think we went through the entire range of emotions. But the initial reaction was basically this has to be some kind of bizarre practical joke.

**Kat:** This is Illych Ramirez of Ludwig Coffee.

**Illych Ramirez, Ludwig Coffee:** Monday follow-up email said come and pick up your stuff, whatever is there. And see what you can do with I don't know 200 pounds of ice cream or 20 pounds of meat - where are you gonna store that? What is the health department going to allow or not allow to be stored in your house? Don't let your landlord know about that either (laughs).

**Caity:** This is Jay Solly of Brooklyn Quality Eats.

**Jay Solly, Brooklyn Quality Eats:** Security was rallied up to the fourth floor and to the second floor, where the commercial kitchens were. And they were coming in really heavy: 'You have to leave right now and if you don't we will be calling law enforcement on you, you will have the police come.' So folks left stuff on the burners, in effect. The gas got cut off. But the photos we were able to see as we moved things out of storage show very clearly cookware, prepware, crates of peaches rotting on a counter. It was abrupt to say the least and heavy handed too.

**Caity:** The statement that Pilotworks gave to media outlets read:

"It is with a heavy heart that after failing to raise the necessary capital to continue operations Pilotworks will cease operations on October 13, 2018. We realize the shock of this news and the disruption it causes for the independent food community we were so honored to serve. This is a sad outcome for Pilotworks, the makers in our kitchens and independent food in general. We wish there was another option to continue operating. Sadly there was not."

**Kat:** So Caity, do you remember how you found out the news that Pilotworks had shuttered and left everyone in the lurch?

**Caity:** Yeah, so I was walking to work on Monday morning and I had been offline for the weekend. I was looking at Facebook and I saw in a private food entrepreneurship Facebook group that I'm part of, that there had been an emergency meeting called for former Pilotworks members to figure out what they were going to do, because everyone was absolutely left in the lurch and they didn't know when they would be able to have access to their facility. Many people were in the middle of production when this

happened and it was right before the holiday season.

People I spoke to at that meeting had to walk away from griddles full of raw chicken that they were in the middle of cooking. I mean there were catering companies in this facility that had orders to fulfill and manufacturing that was in progress on Saturday afternoon when the news came in. And they were instructed to leave everything where it lay and vacate the building.

**Kat:** So after the firstborn week or so of a lot of media coverage of Pilotworks, what was happening to a few of the individual vendors and makers, we knew that eventually the press would go away, attention would cease and we took it upon ourselves to really continue following these stories. We wanted to see what would happen with these businesses over three, four weeks into the holiday season.

So when we come back we're going to hear more from these food entrepreneurs and see what the triage phase of saving their businesses looked like throughout the holiday season.

### **CHAPTER 3: TRIAGE (13:45)**

**Kat:** Welcome back to this special episode of *Meat + Three*, where we are taking a deep dive into the world of Pilotworks and what happened when this nationwide company shut down leaving hundreds of food businesses stranded during the holiday season of 2018.

So when we left off we talked about what happened on October 13, 2018 when the Brooklyn location of Pilotworks shuttered, surprising many food businesses that are based here in Brooklyn. As we mentioned there was a lot of press coverage right when it was happening but we knew that eventually this would not be a story that was making headlines and we wanted to follow and see what happened to the 175 businesses that were displaced. So now we're going to look at the triage phase that each one of them had to face.

**Caity:** Communication was key once the Pilotworks news broke. Pilotworks themselves went completely incommunicado with the media and with their members. And what was so amazing to see in the days following the announcement was how quickly the community mobilized to support each other and to connect and figure out what the next steps were going to be.

**Kat:** One organization that went above and beyond to support people that were displaced was Hot Bread Kitchen. They stepped in almost as soon as Pilotworks sent out its 'we're closing' email. Through its business incubator program, Hot Bread Kitchen Incubates, they set up a hotline for displaced businesses seeking information and potentially a new space to work from, either with Hot Bread Kitchen or one of its partner organizations like the Bronx Cook Space or the Hudson Kitchen.

**Kobla Asamoah, HBK Incubates:** They were essentially told that they would have to stop production immediately and that Pilotworks was closing operations, and that they would be given a time when they could come and retrieve their belongings. But it essentially threw over a hundred businesses into disarray. And so we felt it was our responsibility to try to help out in any way that we can.

**Caity:** What this really shows about the Pilotworks community and the Brooklyn maker community and food entrepreneurship space in general, is how supportive of each other the businesses have been throughout the whole process. They've been very open with sharing information and sharing their plans and they've been super collaborative between each other and many of the other food incubators that they've reached out to for space.

So far 90 businesses have reached out to Hot Bread Kitchen via their hotline and 80 of those did so within the first 48 hours of Pilotworks' closure according to Kobla Asamoah, Program Director for HBK Incubates.

**Helah Kehati, JPO Concepts:** I'm hugely grateful to my team who worked on nights and weekends to get the paperwork done, to get the equipment moved, to notify clients and to reroute all of deliveries. It was just a huge undertaking for all parties involved.

**Kat:** Another very encouraging thing was seeing how local government responded. City Council member Robert Carnegie and the Brooklyn Borough President Eric Adams were very quick to respond with outrage on behalf of the small businesses that they represent.

**Caity:** I was surprised to see how quickly the city government stepped up in support of these food businesses. In fact the first meeting I was at, the Monday that the closure was announced there were two representatives from the New York City Economic Development Corporation in attendance. And they were completely willing to have dialogue with the former Pilotworks members and trying to be very helpful in figuring out next steps.

In the days and weeks following the shutdown, former members were scrambling to figure out their next steps. Some had already had to cease operations. Others had found interim accommodations. And still more were in limbo. But they were all justifiably angry and upset.

**Illych Ramirez of Ludwig Coffee:** The damage that it caused to the reputation of the actual brand, you cannot measure it. People that I was doing business with, established accounts, will not do business with me anymore just because you know I look like a fool. For example, I basically spent all my savings, my life savings, into starting this business and thank god I don't owe money to anybody. But now, what do I find myself with? You know I can't produce anymore product, can't sustain myself, I got to basically go out and look for a job so I can feed myself and my family. I cannot even think about spending a penny in trying to revive this business. And if I do it will be way down the line when I have some spare time and I can actually do it on the side. But it won't be as involved as I was when it was the only sort of income that I had.

**Chef Rootsie, Veggie Grub:** I need to be a business person that is more in charge of my destiny. And so this whole Pilotworks debacle has taught me that.

## ***CHAPTER 4: LEGAL ACTION (18:50)***

**Kat:** So what do people do when they feel wronged? They take it to court. But as many people working in Pilotworks found out, that's not always so easy.

**Caity:** Within a week of the shutdown some of the companies that were former members of Pilotworks decided to fight back legally. But others were reluctant to seek legal counsel because either they couldn't afford it, or they were disheartened by the loss to their businesses already, or they didn't have the required paperwork handy.

**Kat:** This is Illych Ramirez of Ludwig Coffee.

**Illych Ramirez, Ludwig coffee:** I just don't see the benefits of investing money into a lawyer, the only ones that make money are the lawyers you know. And it's almost predatory what I've seen in the meetings, and the way some have come out offering short term loans with insane rates. You get a feeling that you were thrown into a shark tank and everybody's coming in to get their own, you know, one pound [of] flesh.

**Kat:** But ultimately eight of the businesses who had the necessary administrative paperwork formed a coalition and sued Pilotworks for an illegal lockout in a commercial landlord tenant court.

**Caity:** On October 31, 2018 a judge ruled in favor of the coalition.

**Kat:** This is Jay Solly of Brooklyn Quality Eats.

**Jay Solly, Brooklyn Quality Eats:** And because they denied us enjoyment of that space, it was easy for us to prevail on, not just the merits, but in this case Pilotworks had already begun it's liquidation process and they didn't respond. So by default we won; but even on the merits it was fairly clear no notice was given to these vendors and it was done in a manner that was egregious and found to be -- you know, it was an illegal lockout. From that illegal lockout we were granted a court order that said our eight could go back into that space. And that water and electric and gas had to be restored. All services had to be restored.

**Caity:** The eight businesses immediately returned to the Pilotworks kitchen and they were horrified by what they found.

**Barbara Pangilinan, Brooklyn Quality Eats:** Actually when we went in there on Halloween--like he said there was definitely--

**Jay Solly, Brooklyn Quality Eats:** It was ghastly.

**Barbara Pangilinan:** --deep cleaning needed.

**Jay Solly:** It was:ghastly.

**Caity:** This is Jay's business partner, Barbara Pangilinan, who goes by Chef B.

**Barbara Pangilinan:** Yes, unfortunately they shut it so quickly there was still spoiled food in the garbage. There was still--

**Jay Solly:** Crates of peaches rotting on the counters.

**Barbara Pangilinan:** Yes, there was yogurt that was thrown out and it was just never thrown away. There was a little bit of a fly issue. And apparently there was a leak, or a pipe burst in the fourth floor, which leaked all the way down. And they managed to clean that up but you could see some of the water still there. It was an awful scene. Knowing that when you cook there on a regular basis and it was a beautiful space to see it just disintegrate now, it was just saddening.

**Caity:** Jay and the rest of the plaintiffs expect to hear about damages from the illegal lockout suit in a hearing scheduled for January 8, 2019 at 2:30 p.m.

**Jay Solly:** Now it's time for the City of New York's courts to protect small businesses. We had some folks, I'll give you a prime example--someone lost \$5,000 dollars in a catering job. Well under New York law, going the legal route, lawyering up the way we did, that person would be entitled as a cited loss of production, a loss of business, for \$15,000 in damages. Bottomline is that they took people's rents nationwide, operating fees, whatever you want to call it, they collected rent on the first of the month. On the 12th of the month they said get out, denying you any enjoyment.

**Kat:** So obviously for these small businesses, recovering damages is a really important part of why they're fighting this legal battle. However it's clear from what Jay is saying that the lack of honesty is really what's bothering most of them. And a big part of this story is getting it out there, putting it in front of a court, having a ruling on it to prevent this from happening to other businesses in the future.

## ***CHAPTER 5: WHAT'S NEXT? (22:52)***

**Caity:** So far what we've learned from this story is that we often take for granted the stability of incubator spaces. Pilotworks' abrupt shutdown really underscored the vulnerability of food businesses that rely on this type of space and the liability that a dependence on these resources can represent.

**Helah Kehati, JPO Concepts:** I actually feel some empathy towards Pilotworks that the business didn't succeed. It was a great model and they had some really great team members as well. But despite that, the way they went about this was unbelievably wrong. It was unprofessional and unethical and the situation they put hundreds of tenants in cannot be repaired. Like I said earlier, a lot of these tenants including myself may or may not even have a source of recourse. Some of them didn't have anywhere to go, nor did they have the funds to replace or move the product. I am really disgusted by their choices. I don't think anyone goes out of business overnight. They clearly had the foresight this was coming but made a decision not to share it with their tenants.

**Kobla Asamoah, HBK Incubates:** You know, there may be silver linings for some of this. Folks are identifying spaces that they would not have otherwise found if not for this event. But I don't want to suggest that it's not been a challenge for these small businesses. And we continue to work to support them, we at Hot Bread Kitchen but also, my colleagues around kitchen spaces around the city and programs around the city.

**Barbara Pangilinan, Brooklyn Quality Eats:** I just want to put out that the EDC has been working with us nicely for long-term. They said even if this Pilotworks base does not work out for BQE, they're offering us a kiosk space so that we can build a commercial kitchen in one of the markets, which is nice.

**Kat:** So now we're looking forward. What will happen to the Pilotworks space? It was acquired by a food research lab from Boston called Chew. They announced they would drop the name Pilotworks and call it Nursery.

**Caity:** Chew is headed up by Australian chef, Adam Melonas, who refers to himself as a ‘Willy Wonka’ figure. With plans to open as soon as the permits clear, all previous Pilotworks members were invited back. By mid-December conversations between former members and Chef Adam hosted at the Moore Street Market yielded close to 25 businesses who said their interest in returning to the space was a firm yes.

**Kat:** At the end of the day this truly is a story about people. We've been following businesses displaced from Pilotworks as they try to find a new home and figure out how they're going to make it through the holiday season. But we're really interested in how the shutdown was affecting the people behind these businesses. So with that being said we want to give you some updates on where our new friends have landed.

**Illych Ramirez, Ludwig Coffee:** My father's father grew coffee, we still have our own coffee plantation. His father, my grandfathers grew coffee. My family has been doing it for 150 years. And this was basically my little offshoot. But for me it's not an option right now, it's definitely game over.

**Helah Kehati, JPO Concepts:** But the more we are working in Hot Bread, the more that we are going to attach to the space, attach to the people. They've really done something amazing They have formed a great community around their entrepreneurs, the food entrepreneurs.

**Chef Rootsie, Veggie Grub:** As much as I wanted to go ‘fuck Pilotworks’ and just be miserable, and be like I'm never doing food again, this is over, Pilotworks ruined my life --I said no way. There's no way. You know I had to turn it around because I need to do what I'm doing. I think that I am ready for that type of step to go on Shark Tank. I want to have I want to have a chain of vegan restaurants across the country. Right at a time when everything seems like it's about to fall apart, I cannot wait to tell the world when I become famous and rich, my rags of riches success story because I think it just makes so much more [of an] interesting read.

### **UPDATE: 12/20/18 (26:59)**

**Kat:** If we've learned anything in following this story, it's that curveballs are the norm. On Tuesday evening, three days before this episode's air date, *Meat + Three* reporter Nina Medvinskaya received a forwarded email that was sent to former Pilotworks producers. It was from Nursery's CEO and founder, Adam Melonas. The subject line: “Unfortunate News.” It read::

**Caity:** *“There's no easy way to say it – our plans to open Nursery at the former Pilotworks Brooklyn site will unfortunately not be moving forward. During pre-inspections, we discovered some conditions that we do not believe match the extremely high standards by which our company is known to operate.*

**Kat:** After a few brief weeks of hope that their businesses would be able to begin production once again, producers were - once again- left without a space. We spoke with Jay Solly on Wednesday, the day after he had received the news.

**Jay Solly, Brooklyn Quality Eats:** I am crestfallen. It's the next day like we just found out yesterday. I was on the phone literally the moment it dropped. I was on the phone from 5 o'clock

till about 10 p.m. with dozens of people just for five hours straight. Many of us were waiting with bated breath: do I go in next week and start producing?

**Caity:** Jay told us that the halt in Chew's plans to open The Nursery is due to problems with the building's HVAC system and a rotted floor below a walk-in cooler.

**Jay Solly:** These are significant enough infrastructure challenges that it sounds like New York City Department of Health was not going to be able to move forward on compliance in a timely manner and not without significant costs. What those costs would have been, and should chef Adam and Nursery absorb them? I mean these are private business decisions and I think ultimately, he probably made the right call.

With all respect to the tech bros, they really didn't understand it. And they didn't have enough of the sort of kitchen manager-level staff to tell them, no we really need this or no you don't need to be spending money on that particular piece of equipment there was no demand for it. And it's those disconnects that are consistent with sort of the missteps Pilotworks has made over the time.

And it goes back to kind of the larger importance of why we need independent food why we need independent makers, why we need to have food access advocates in the conversation.

**Caity:** And where does this leave the makers we've been following in this story?

**Jay Solly:** We're back to square one. All of us. We don't know. It's been 65 days since the abrupt closure. None of us know where we're going to go. And in many ways, while Brooklyn Quality Eats is looking and exploring ways to survive, I'm hearing from a lot of our friends and coalition partners that they're just unable to continue on. I don't know the exact number that'll happen but what we do see is I think that this has resulted in let's say you know 30, 40, 50 businesses re-evaluating whether or not they can even operate.

**Caity:** There's a ripple effect within the Brooklyn community. It's not just business owners who are left in the cold, but a whole web of collaborators.

**Jay Solly:** Most of the businesses have had to lay off or furlough their employees. And you know we're not talking like large scale layoffs, but collectively we're looking at potentially losses - about a thousand people no longer have their gig.

**Kat:** But they aren't giving up.

**Jay Solly:** We're still together, this coalition of businesses. We're still looking unique ways to get our products to market. Many of us are still doing pop-up markets and festivals. You know the caterers, they have their own arrangements private client arrangements. But where do we go from here?

**Kat:** Jay and some of the other makers have plans for the future that they hope can solve some of the problems that led to where we are now.

**Jay Solly:** We filed the paperwork, we've we've gotten the lawyers ready, and we are going to complete a non-profit creation. A 501c3 will be established, I would say early 2019. I don't know

what it's a formally called but right now it's looking like the Brooklyn Independent Food Coalition or Brooklyn Independent Food.

**Kat:** Clearly the Pilotworks story is not over. We'll be following these makers as they head into the new year filled with uncertainty.

**Caity:** The Meat + Three team spent months reporting this story, and spoke to dozens of people involved with Pilotworks. We tried repeatedly through many avenues to contact someone in a leadership role at PilotWorks but were unsuccessful in reaching them for comment.

**Kat:** If you'd like to keep up with the latest news affecting the Brooklyn food community that was displaced by the Pilotworks shutter, check out Episode 158 of Tech Bites with Jen Leuzzi. You can also read Farm Report host, Lisa Held's reporting in Edible Brooklyn.

## **CREDITS**

**Kat:** This is our final episode of *Meat + Three* season two. We will be back in 2019 with more food stories! Subscribe wherever you listen to podcasts to be the first to know when season three drops.

**Caity:** *Meat + Three* is produced by Liza Hamm, Hannah Fordin, Kat Johnson, and me, Caity Moseman Wadler. Our audio engineer is Matt Patterson. Our theme song was composed by Breakmaster Cylinder. *Meat + Three* wouldn't be possible without our phenomenal, all-star team of interns, who contribute field recording, studio interviews, story development, scripting, and editing. You heard how amazing and independent they are on their self-produced episode about Danger. We are so grateful to Dylan Heuer, Ariama Long, Nina Medvinskaya, Kevin Wheeler, and our engineering intern Amanda Wang.

**Kat:** If you love *Meat + Three*, please leave us a review on Apple Podcasts or Stitcher- you wouldn't believe how quickly those help us climb those podcast charts! Listens and reviews keep our show on the air and in turn support Heritage Radio Network, which is a 501c3 nonprofit. This holiday season, please consider keeping food radio alive by becoming a member at [heritageradionetwork.org/donate](https://heritageradionetwork.org/donate).

Happy holidays and have a wonderful new year!