

### AFTERNOON EXCHANGE February 6, 2024

Annette Moore, Executive Director, opened the meeting by thanking everyone for attending. She explained that today's meeting would have a different format. She had two quick announcements and would present the open and new PMI's but as indicated in an e-mail sent by James Hockenberry, the department managers who normally present had been asked to submit their reports in writing, which would then be included in the minutes. The rest of the meeting will consist of a presentation of the overview of the expansion plan and answers to the questions posed by the residents.

### <u>Annette:</u>

Annette stated that the Center for Medicare and Medicaid Services (CMS) had been notified that a sub-contractor had experienced a breach of PHI information. As a result, CMS is issuing replacement Medicare cards to any subscriber who may have been affected by the breach. If any resident should receive a new Medicare card, be sure to share that with any health providers and to give a copy of the new card to Kristie Harris in the Business Office.

Annette said that Kristie Harris had requested that she share the information the 2023 Annual Medical Expense Calculation would be available on February 9<sup>th</sup>. The worksheet will be shared with anyone to whom it applies either by e-mail or paper in their cubby.

Annette reported that the State Survey team recently concluded their annual survey with only two minor tags and we are five stars in all categories. Annette believes that this rating may make our facility #1 in the state.

## Lauri Weeks:

Lauri announced that the winner of the February Spirit Award is Rick DeWitt. Rick is a driver who has been with The Moorings for a number of years. He received over six separate nominations detailing instances of how he routinely goes above and beyond the scope of his duties. She is very proud that Rick is a member of The Moorings team and asked for a round of applause.

### New PMI's:

- The ground lights at the entrance are not working at night. Annette said that the lights are set on at timer from 6pm to 7am. She said that she has never seen them fail. She arrives at work prior to 7am and they are on and often leaves after 6pam and they are working.
- A complaint about charging \$1 for paper bags in the Bistro. Annette clarified that they are not charging for bags. They are only charging \$1 for the large microwavable clamshell container and that this charge did not begin on January 1<sup>st</sup> as announced due to the POS system being down. This will be addressed in the Dining Departmental report.
- Announcements on colored background are difficult to read. Annette said this PMI was submitted by one anonymous individual and that it did not make sense to post multiple copies of announcements in both color and black and white. She said she has asked Resident Services to make a copy of any announcements in black and white available to any resident who requested it. She urged the individual to make themselves known to Lisa Larsen and/or James Hockenberry and they would make sure that they received announcements in black and white.
- Complaints about the increase in dining prices. Annette reiterated that the overall increase in food prices from February 2020 through May 2023 was 23.5%. This increase had been completely assumed by The Moorings and that is no longer sustainable. Annette reminded residents that the monthly stipend of \$150 remains available to many IL residents to offset the cost of meals and that meals are optional. Annette cited that data shows that food comprises an astonishing amount of 13% of the CPI. She will add some additional statistics to the minutes. (Food Flash-Key Trends for February 2024 are attached to these minutes.)
- There was a compliment that drivers are heroes. Annette said she agreed and appreciated the comment.
- A resident heard that 24 hour notice was required for a guest in the Dining Room. Annette clarified that 24 hour notice is required only of groups of six or more diners. There is no mention of a requirement of notice for a guest.
- There were several complaints about the new chairs by the coat closet that were purchased to replace the worn chairs. *These chairs were immediately swapped out twice upon several complaints*.
- Can channel 970 be added to AL and Skilled? Annette stated that this was a Comcast issue. She said that she will request that Bud re-visit the issue again with Comcast in hopes that there might be a new vendor representative, but she said that we have no control over an outside utility.

### Status of open PMI's:

• An IL resident would like to be notified when a resident goes to the hospital or is moved to a different level of care. {Update -As discussed at the last Exchange, Annette said that due to HIPAA and procedural concerns, this was not something for which The Moorings would take responsibility. She had referred this to TMALRA. TMALRA has decided not to take this on based on HIPAA concerns and managing the process. This will remain subject to word of mouth. This issue is now closed.}

Annette reported that census is currently 157 in IL. She said that AL's occupancy is 29 residents out of 30, with a pending admit by a Springpoint Choice person and Memory Care currently has 11 out of 12. She further said that Skilled's census today was 35 out of 40, with 15 Medicare A admits and 3 managed care organization admits.

### Report from Bud Hirschmann:

- Brightview has started prepping for the Spring and are currently edging beds and mulching. The five acres outside of the white fence have been mowed. Money was budgeted for the purchase of a used bush hog mower deck and our grounds department will use this piece of equipment to maintain the five acres moving forward.
- Carpet replacement has begun in AL and is scheduled to be complete on or about Feb 24<sup>th</sup>. The areas include North and South hallways, Safe harbor hallways, nurses' station, administrative offices, and common area circle. New hallway lighting is being installed by our maintenance team in AL and the painting is nearing completion.
- Pricing for tree replacement has been completed and Bud is hopeful to get the planting scheduled in the coming month.
- Bud is currently looking at pricing for "mud jacking" This a technique used to repair unlevel walkways and driveways. Essentially, a mud like material is pumped underneath the uneven concrete pad until the area becomes level.
- Four cameras have been purchased and will be installed at the main entrance foyer and the IL to AL hallway.

## Report from Terry Webster:

- Cleaning up equipment from snow removal and preparing for next possible snow by greasing all plows.
- Replaced the brakes, rotors and calipers on the Ford pickup truck
- Serviced all the work trucks.

• A weekend security employee has been hired. Her name is Tiffany Johnson and she has started training with Patrick.

## Report from Tammy Abele:

- 56 IL apartments cleaned.
- 82 Healthcare rooms cleaned.
- All staff has returned from Covid and all rescheduled apartments and cottages are completed.
- There is one housekeeper who returned from Workers Compensation leave on light duty. She is currently working 4 hours a day.

### Report from Karen Kerstetter:

- Current IL census is 127 out of 132, or 96% occupancy.
- There are 66 names on the IL wait list.
- There are no move-ins to report for January but one is planned in late February for cottage 12, Anne Knauss.
- So far, smaller events in Welcome Room have been successful in building relationships with prospective residents.
- A reiteration of the Resident Referral Rewards Program a resident can earn one month free of their monthly service fee if they refer a new person to IL who moves in and stays for 60 days. Referral forms are located in the mail room area on the counter.

## Report from Pam Barnette:

- Menus on Community App and 970: Resident services were given a set of current 4-week cycle menus to cross reference on Touch town for accuracy. This has been rectified and Resident services is monitoring and verifying accuracy. James has followed up with residents concerning this issue. There are issues within the program that cannot be helped, but once it is brought to the attention of resident services it is corrected.
- Meal increases and container fee charges for pick-ups: The POS system in the Bistro crashed on December 27th and was not operable until January 6<sup>th</sup>. As a result, both the meal increase and container fee that were to go into effect January 1<sup>st</sup> were not implemented until January 6, 2024. The POS system continues to be a work in progress with the most recent issue being communication between the register and the line cook printer. The printer was up and running on February 5, 2024. Any ongoing issues are being addressed by the Business Office.

- Reservations for Chart Dining Room: Reservations will continue to be required for seating in the Chart Dining Room. This has proven to be very effective in the improvement of service and timeliness. A reminder for all IL residents is that for groups of larger than six (6) people, there is a required 24-48 hour notice for dining to ensure staffing is appropriate to accommodate customers.
- New Plate Warmers for Main Kitchen: Dining and the Director of Facilities will be meeting about the installation process.
- Events for February
  - o Mardi Gras
  - o Valentines Dinner
  - o National Pizza Day
  - o Lunar New Year
  - o Chili Day
  - o Breakfast for Supper
- Future Events to be arranged include
  - o Captain's Table
  - o Favorite Recipe
  - O Wednesday night Buffets
  - Kitchen Tours

Annette then explained that the list of questions from the meeting with Garrett Midgett, as well as subsequent questions that were collected by Don Smith were sent to a workgroup. The workgroup consists of a group from The Moorings, Annette Moore, Karen Kerstetter and Kathleen Coon, and the Development Team. The Development Team is comprised of senior management at Springpoint and includes Garrett Midgett from Finance, David Woodward from Operations, Julia Zauner from Marketing, Jimmy Tavormina from Sales and Maureen Cafferty from Counsel. Also included on the Development Team is Heather Hill-Falkoff who is the Director of Development and is responsible for liaising with the Architect and contractors for the project.

Annette stressed that she has no authority to change, clarify or modify any of the answers in any way. She said that after the presentation, all questions that may be asked would be collected and forwarded to the workgroup for their consideration. Moving forward, Q + A's will be provided to each resident when updated and a master copy will be maintained in the Library.

Then Annette presented the overview and the questions that are attached.

Annette thanked everyone for attending.

Jennifer Silvestri, Recorder 2/6/2024



## Expansion Plan Overview 2.5.24

Planning for the future is important to ensure the continued success of any senior living community. In 2023, The Moorings as Lewes initiated a comprehensive planning process to envision how the community should evolve to meet changing market demands, benefit current residents, and continue to attract new residents.

The Moorings partnered with SFCS Architects – Philadelphia to guide us in this process. SFCS is a firm that specializes in senior living, education, and civic/public architecture with a mission of "enriching life by design". To kick off the project, a group of residents and prospects were invited to provide their ideas on what the vision for the community might be.

The outcome is a plan that includes expansion of the common areas, enhanced dining options, more outdoor living and recreation spaces and additional apartments and cottage homes. As currently contemplated, the project will increase the overall common areas by 15,470 square feet and renovate 19,850 square feet of existing common space. The plan includes the addition of two, three-story apartment buildings totaling 73,385 square feet. Each will include 23 apartments that will range from one-bedroom (764 SF) to two-bedroom with den (1,513 SF). Plans also call for 21 new, single cottage homes, ranging from approximately 1,400 to 1,900 SF, built on the 5-acre parcel located on Cadbury Circle West.

Planned community enhancements include: an expanded dining program with new Bistro, formal dining, lounge/pub and outdoor dining; an expanded LivWell center with an endless lap pool, larger exercise room, yoga/aerobics studio, and renovated locker rooms; a renovated and expanded library and arts & crafts room. New outdoor amenities will include pickleball and bocce courts, an outdoor swimming pool, patio spaces, and a new dog park.

Residents moving into the new apartment building and new cottages will pay for the cost of construction for those units with their entrance fees. The monthly fees generated from the new apartment buildings and cottage homes will contribute to the reduction of the remaining debt costs and operational costs related to the common space additions and improvements.

Plans for the project have been submitted for initial review and approvals. We anticipate the approval process by the State of Delaware and local officials to be completed sometime in the fall of 2025. Construction is projected to begin around spring/summer 2026, depending on the approval process and timing of pre-sales. We anticipate construction of the new buildings and renovations to take 18-24 months.





# Expansion Project Frequently Asked Questions 2/5/24

#### Q. Why is The Moorings at Lewes expanding?

A. Since opening in 2007, the local market has seen a significant increase in competition, with the addition of several new senior living communities. Renovations and updating are essential for The Moorings to continue to appeal to current and future consumers. In addition, there is a need to invest in the community common areas to accommodate our growth in occupancy and provide more space for dining, events, and activities. To minimize the financial burden on current residents, the addition of new apartments and cottages will provide the additional revenues to help fund these needed improvements.

#### Q. How was the expansion plan developed?

A. In 2023, we initiated a comprehensive planning process to envision how the community should evolve to meet changing market demands, benefit current residents, and continue to attract new residents. We partnered with SFCS Architects – Philadelphia to guide us in this process. SFCS specializes in senior living, education, and civic/public architecture with a mission of "enriching life by design". The outcome of this process is a plan for the community that includes expansion of the common areas, enhanced dining options, more outdoor living and recreation spaces, and additional apartments and cottage homes.

#### Q. What will the project include?

A. As currently contemplated, the project will increase the overall common areas by approximately 15,470 square feet and renovate 19,850 square feet of existing common space. The plan also includes the addition of two, three-story apartment buildings totaling 73,385 square feet. Each will include 23 apartments that will range from one-bedroom (764 SF) to two-bedroom with den (1,513 SF). Plans also call for 21 new, single cottage homes, ranging from approximately 1,400 to 1,900 SF, built on the 5-acre parcel that is located on Cadbury Circle West.

## Q. What are the specific enhancements planned for the common areas, activity areas, and meeting spaces?

A. Planned enhancements include:

- Expanded dining program to include new bistro, formal dining, lounge/pub, and outdoor dining
- Expanded LivWell Center to include an endless lap pool, larger exercise room, yoga/aerobics studio, and enlarged locker rooms
- Renovated/expanded library and arts & crafts room.

#### Q. What are planned enhancements to outdoor living and recreation spaces?

A. Expanded outdoor amenities include pickleball and bocce courts, an outdoor swimming pool, patio spaces, and a new dog park.

#### Q. Did residents have input on this project?

A. Yes; to kick off the project, a group of residents and prospects were invited to participate in the planning sessions and provide their ideas on what the vision for the community might be. Additionally, The Moorings surveyed residents and prospects for input and comments regarding new amenities that were desirable to them.



#### Q. Will residents have input on design, furniture, fixtures, and equipment?

A. Springpoint will use the professional services of interior designers to guide choices as they relate to furniture and fixtures to ensure uniform design aesthetic as well as compliance with fire safety, ADA, and other requirements. We will keep residents informed of our selections in our update meetings.

#### Q. How will this be paid for?

**A.** Residents moving into the new apartment building and new cottages will pay for the cost of construction for those units with their entrance fees. The monthly fees generated from the new apartment buildings and cottage homes will contribute to the reduction of the remaining debt costs and operational costs related to the common space additions and improvements.

#### Q. What is the approval process and timing?

**A.** Completion of the approval process is anticipated for Fall of 2025. The project will need to be approved by the State of Delaware, Sussex County and other State agencies and local authorities as a major sub-division with 55+ units.

#### Steps are:

- PLUS (Preliminary Land Use Service) application submitted December, 2023;
   Sussex County pre-application submitted January 2024
- Submit preliminary site plan to Sussex County following the issuance of PLUS comments, anticipated February 2024
- Anticipated 15-month waiting period for Sussex County preliminary hearing,
   May 2025 hearing based on February 2024 submission
- Submit for Agency approvals (DelDOT, Sussex County Engineering Department, Sussex County Conservation District, Office of State Fire Marshal) in June 2025
- Anticipated submission of final plans for Sussex County approval in September 2025

#### Q. What is the expected start date of construction?

A. Construction is scheduled to begin sometime around Spring/Summer 2026 depending on the approval process and the timing of pre-sales.

#### Q. When will pre-sales begin?

A. We expect pre-sales of the apartments and cottage homes to begin sometime in 2025, after the formal planning and zoning hearings on the project have commenced. We are currently accepting names of prospective residents who would like to learn about our expansion plans and want to be notified when presales begin.

## Q. How many apartments and/or cottages will have to be pre-sold before you move forward with the project?

A. The Moorings will need to presell approximately 75% of the apartments prior to the start of construction. Currently we anticipate building the cottage homes as they are sold, since they will be built using the latest modular techniques.



#### Q. What happens if you don't meet your pre-sale goals?

A. It is unlikely, due to the strong reputation of The Moorings and the influx of age and income qualified residents moving to the area. However, if we did not meet pre-sales goals, the project would be put on hold.

#### Q. How long will construction take?

A. 18 to 24 months, depending on weather, construction phasing, approvals, and so forth.

#### Q. I heard some cottage residents must relocate. Why? What will happen to them?

A. One duplex cottage and four single cottages will need to be vacated to make room for the new apartment buildings and parking. Those individuals have been notified that they will be relocated to like accommodations or other accommodations of their choosing. The estimated timeframe for their move would be made prior to the commencement of construction. As part of the preliminary plan, an additional duplex cottage will need to be vacated to make way for adding nine of the 21 proposed cottage homes.

## Q. How will these relocated cottage residents be assured of a comparable living space when they move?

A. An inventory will be conducted of all structural and amenity upgrades in each cottage designated for demolition to ensure like or better square footage, floorings, surfaces, lighting and living spaces in the new accommodation. Personal upgrades by the resident will be duplicated in the new accommodation (i.e. landscaping, sunroom, or custom finishes).

## Q. What is the timeframe for affected cottage residents to move permanently to an existing cottage or apartment if they don't wish to move to a newly constructed cottage or apartment?

A. We have not yet set a timeframe for when the affected cottage residents will need to move. Over the coming weeks and months, we will meet individually with each of these residents to discuss what will work best for their circumstances and develop a plan and timeline.

#### Q. Am I required to relocate?

A. If you have not been contacted and notified already by The Moorings management about your cottage unit, then your cottage is not one that would need to be vacated. No apartment units will need to be vacated. None of the residents in the assisted living or skilled nursing areas of the community will be impacted by these plans.

#### Q. Who will pay the moving expenses for the affected cottage residents?

A. The Moorings will pay the moving expenses and will also make all the relocation arrangements.



## Q. As a resident of a cottage that is slated for demolition, how do I go about expressing my wishes for a new home?

A. Meet with a representative of the Sales Team to determine what may best suit your needs in the future. Options include:

- New apartment building
- Existing apartment building—based on availability
- New cottage
- Existing cottage—based on availability

#### Q. Will my fees change if I am affected by the move from a cottage that is scheduled for demolition?

- If you move from a cottage to an existing apartment or cottage and the monthly service fee is less,
   you will pay the lesser fee
- If you are in a cottage with a Reduced Services Monthly fee, (the cost of utilities is being billed to
  you directly from the utility company) and you choose to move into an apartment, your new
  monthly service fee may be higher, as the cost of utilities are already included in the apartment
  monthly service fee
- No affected cottage resident will be required to pay an additional Entrance Fee

## Q. Will non-affected residents (not currently living in a cottage slated for demolition) be charged an additional Entrance Fee if they want to move to a new apartment or cottage?

A. If a non-affected resident desires to relocate to another apartment or cottage home, they would be required to pay an entrance fee for the new unit they move to. After their vacated unit resells, they would be entitled to a refund, according to their contract.

## Q. Will non-affected residents (not currently living in a cottage slated for demolition) be charged the same monthly service fee if they want to move to a new apartment or cottage?

A. To the extent that the new cottage or apartment monthly service fee is higher, the resident would be required to pay the higher monthly service fees.

#### Q. How will we be kept informed of what is happening?

they would need to cover all costs of relocating.

A. The Springpoint Development Team, along with your Executive Director, will update residents quarterly in writing, virtual meetings and/or in-person meetings.

#### Q. What disruptions will there be to community life during construction?

A. Springpoint will select contractors who are experienced with building and renovating in senior living communities and know how to minimize disruption. We have successfully completed renovations and expansion projects in our other communities, including The Oaks at Denville, Crestwood Manor, Meadow Lakes, Stonebridge at Montgomery, and The Atrium at Navesink Harbor.

Q. What if a current resident wants to move to a new apartment or cottage – will they have priority?

A. If a current resident wants to move to one of the new apartments or cottage homes, they can join the priority list when pre-sales begin by placing a minimum 10% deposit on a specific unit. If an existing apartment or cottage home resident wants to relocate to one of the new apartments or cottage homes,



**Q.** Do existing wait list prospects have priority to purchase in the new apartments or cottages?

A. Existing wait list prospects can join the priority list for the new apartments or cottage homes when pre-sales begin by placing a minimum 10% deposit on a specific unit.

#### Q. Will there be additional staffing to support the needs of an expanded community?

A. All departments will be asked for projected staffing needs to support the expansion. The expansion of the community means there are opportunities for growth and promotion among existing staff and the addition of new staff members in areas of maintenance, dining, resident services, transportation, and sales. All costs associated with increased staffing will be funded with the new monthly service fees from the new apartments and cottage homes.

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## FOOD FLASH

## Key Trends for February 2024

COMMODITY	PRICE TREND FOR FEB*	DESCRIPTION
Striploin	6-10%▲	
Tenderloin	6-10%▲	Prices are expected to increase due to weakened supply (in much need of replenishing) while demand remains steady after excellent movement during the holiday season.
Ribeye	8-12%	
Ground Beef (Burgers)	8-12%	Prices are expected to increase due to strong holiday demand and a weak supply.
Poultry	8-12%▲	Prices are expected to increase due to consistent demand and a weakened supply as flocks are being replenished after the holiday season.
Pork (Bacon)	7-9%▲	Prices are expected to increase due to consistent demand and decreased supply. Expect prices to increase seasonally through the spring season.
Pasteurized Crabmeat	2-4%▼	A strong supply of crab is expected to drive pricing downward throughout the month on larger sizes (Jumbo and Colossal).
Farm-raised Chilean Salmon	2-4%▲	Supply is strong; however, increased demand with the Chinese New Year approaching will drive prices upward early in the month.
Scallops	2-4%▼	Good supply expected to bring some price relief this month.
Shrimp	2-4%▼	Price decreases on larger ct. shrimp are expected throughout the month due to strong supply.
Butter	0-1%▲	Butter demand is steady throughout most of the country including the West. However, the Eastern region notes weak food service demand. Butter production is mixed. Prices are expected to remain steady.
Cheese	5%▼	Cheese inventory is steady to stronger. Export demand has strengthened as domestic cheese prices become more competitive.
Fluid Milk	1-2%▼	Prices are expected to slightly decrease. Milk production remains strong; however, recent winter storms in the Midwest and Northeast have slowed demand for milk.
Liquid Eggs	No change	Pricing will not change in February. We are monitoring the price of corn and soybean meal for Q2's pricing. Both commodities showed higher production estimates in the most recent USDA grain reports.  We continue to monitor the impact of the avian flu across the U.S. There has been no impact on HPSI's supply and/or pricing to this point; however, this situation is always subject to change.
Bakery	1-2%▲	We are seeing price stabilization across some raw material products such as corn, cooking oils, wheat, and sugar. However, cocoa and whey pricing continues to fluctuate, leading to some instability in the market. Bakery prices may see slight increases in February.

<sup>\*</sup> Price increases/decreases are an estimated average for the category identified.

### **FOOD FLASH**

## Key Trends for February 2024

COMMODITY	PRICE TREND FOR FEB*	DESCRIPTION	
Coffee	4-5%▲	Good-tier coffee prices from Royal Cup will experience a 4-5% increase in Feb. The arabica coffee futures market remains significantly elevated on the back of continued tight inventories and lack of delivery at destination.	
	Frying Oil: 1-3% <b>▼</b>	Frying Oil: Frying oil will see a decrease due to a variety of factors including improving weather situation in South America as well as cheap competing feedstock taking away renewable diesel demand for soybean oil.	
Cooking Oil	Olive Oil & Olive Oil blends: No change	Olive Oil: While HPSI pricing will not change in February, we still anticipate the high pricing in the olive oil that started in the Fall to continue throughout 2024. Until the market recovers, we suggest considering using olive oil blends (75/25; 50/50; 90/10) instead of extra virgin/pure olive oils.	
Fresh Produce			
Strawberries	<b>Y</b>	Projected warm weather over the next few weeks should improve yields as we head into Valentine's Day.	
Lettuce	<b>Y</b>	Markets are still steady. There were incidents of lettuce ice in January, but the markets haven't reacted at this time.	
Asparagus	<b>Y</b>	Markets are expected to improve during February but will still be higher than normal at the beginning of the month.	
Tomatoes	<b>A</b>	Supplies have still not recovered; we hope to see improvements by the end of February.	
Green Beans	<b>A</b>	Markets are still escalated with product in short supply. The market should start to improve by mid/late February.	
Oranges	A	We continue to see Navel Oranges peak toward the larger sized (72ct and up) fruit, 113-138ct are very short and most foodservice customers are being pushed to use 88ct.	
Onions	<b>A</b>	White onions are expected to gap during early/mid-February as the Pacific NW storage crop has finished up and Mexico has not yet started.	

<sup>\*</sup> Price increases/decreases are an estimated average for the category identified.

#### Seafood Spotlight: Russian Seafood Embargo to Take Effect Feb. 1, 2024

U.S. President Joe Biden announced Friday his intention to sign another Executive Order to take effect Feb. 1, 2024, that expands the ban on Russian seafood to include products processed in other countries. The earlier ban left open a major loophole that the Russians have exploited, said critics of the policy change. A considerable amount of seafood imported by the US - including Alaska pollock, wild caught salmon and cod will be impacted. Those species that are being harvested in Russia but are listed as coming from other countries where it's processed, primarily China, and allowed to enter the US due to the rules around country-of-origin labeling will no longer be permitted. The importation and entry into the United States, of such salmon, cod, pollock, or crab is prohibited, except to the extent provided by law, or unless licensed or otherwise authorized by the Office of Foreign Assets Control.

Experts say the financial global impact of the embargo have yet to be recognized. What is known is that once Russian imported products in the supply chain are exhausted pricing for salmon, cod, pollock and crab are expected to be in good supply; however, price increases are expected to be determined.

Our Strategic Sourcing experts are working closely to identify prohibited items being used by our customers and are working diligently with our supplier base to secure alternative species from regions not impacted by the embargo.