# NIC 2020 Conference

Investing in Seniors Housing & Care Properties

ESSENTIAL Virtual Experience

OCTOBER 6-8 | OCTOBER 13-15



FINAL PROGRAM

## WELLOME!

Welcome to the 2020 NIC Fall Conference! Dive in with us, and explore how this incredible virtual event delivers all the programming, networking opportunities, insights – and more – that you and thousands of other seniors housing and care leaders have come to expect from the industry's premiere annual event.

Now, perhaps more than ever, it's essential to keep in touch with the latest developments, insights, thought-leadership, and trends, and to connect with the new partners, capital providers, operators,

> and service providers you'll need, as you adapt to a new normal. Join us over the coming two weeks, as we explore both the challenges, and the many exciting opportunities, that will help shape the sector for years to come.

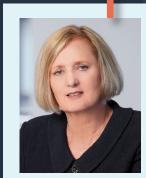
> Attendees will find numerous ways to engage with their peers throughout this virtual experience.

We highly recommend you and your team take advantage of your complimentary access to the new NIC Community Connector™. This powerful new networking platform will help you find and reach out to the decision-makers you need to meet, even after the conference is over.

There are also opportunities for traditional networking via Zoom events with breakout rooms, chatting casually with peers spotted in the lobby or educational sessions, scheduling one-to-one or focused group discussions using braindate, or even taking in some live entertainment together (Hamilton, anyone?).

There are over 50 educational sessions this year, covering just about every topic of interest to industry veterans and newcomers alike. They are generally a bit shorter than usual, to accommodate busy schedules, but are chock-full of high quality insights, covering all the issues that matter today, with expertise from all corners of seniors housing and care and beyond.

With on-demand access, you needn't miss a thing. Also, make sure you catch our incredibly knowledgeable and always interesting general session panels, for insights on the upcoming election and its potential impact on the economy, policymaking, and our sector in general.



SUSAN BARLOW
Co-Founder & Managing Partner
Blue Moon Capital Partners

Of course, we are facing many challenges. But, along with those challenges, are a host of new opportunities, many of which will begin to bear fruit in the near future. We believe this conference – and the NIC Community Connector - will be invaluable to this year's attendees, as they begin to craft a new normal and build towards a successful future, both for their businesses and for the millions of America's elders who will continue to seek access and choice in seniors housing and care.

Susan Barlow & Kurt Read, Co-Chairs 2020 NIC Fall Conference Program Committee



KURT READ Principal RSF Partners

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## ATTENDEE TIPS ON HOW TO PARTICIPATE IN NIC'S VIRTUAL CONFERENCE



#### KEEP AN OPEN MIND.

We understand the conference might look different, and perhaps so does the current place from where you're working. We have prepared world-class educational content and provided you with tools to stay connected to your industry peers. Being open-minded will strengthen your motivation to participate and fully engage!

#### MINIMIZE DISTRACTIONS.

Distractions are bound to pop up, to the best of your ability try to do the following. Set up a guiet space. Silence your phone. Have your coffee ready at your desk and your computer clear of distracting windows. This is your time to learn and connect with industry leaders.

#### PRIORITIZE YOUR TIME.

You don't have to do it all! The conference offers plenty of options, so that you can choose what's most valuable to you. Focus on making the best use out of your time by being truly present instead of multitasking. Set reminders for sessions so you don't miss something important.

#### GET COMFORTABLE.

Half business casual recommended. Put those comfy pants, shorts or slippers on, a virtual conference only requires half of your physical presence for those video interactions!

#### **USE A WEBCAM.**

A webcam is highly recommended for maximum attendee engagement during video chats, peer-to-peer connection sessions, NIC Happy Hours, and braindates.

#### VIEW THE WELCOME VIDEOS IN THE LOBBY.

These videos will help set the stage for the day and tell you how to navigate the space and what the day has in store for you.

#### TAKE ADVANTAGE OF ON-DEMAND.

We encourage you to take part in educational sessions at the time they occur so that you can take advantage of chatting with session attendees in the moment. But what if you miss a session? No worries! Sessions will be available to you in the event platform until October 15<sup>th</sup>, 2020. After October 15<sup>th</sup>, registered attendees will gain access to the sessions via a password protected page on the Fall Conference web site.

#### DON'T FORGET TO HAVE FUN & STAY IN TOUCH!

Be sure to make the time to relax and recharge by taking part in the Brand, Brain and Being Sessions, Video Happy Hours and the entertainment! If you are making great connections, be sure to exchange email addresses with one another in your chats so that you can keep those relationships going long after the event closes.

#### TEST YOUR COMPUTER.

For the Virtual Event Platform - Click Here For Peer-to-Peer Connections and Video Happy Hours - Click Here



#### **RECOMMENDED BROWSERS**

We recommend Chrome or Firefox as the most stable and consistent browsers for accessing the virtual environment.

#### **DEVICES**

Laptop, computer (Mac or PC) or tablets (Android or IOS) are supported.

## **WEEK 1: EDUCATION WEEK - OCTOBER 6-8**



Week one is designed to provide unmatched thought-leadership with access to 40+ informative, relevant, and thought-provoking sessions. Learn from 50+ experts and business leaders. Choose from 3 Tracks (Seniors Housing, Skilled Nursing, and Senior Care) focused on Managing Margins (MM) and Realizing Returns (RR).





**SENIORS HOUSING** 

SKILLED NURSING

SENIOR CARE

#### **SCHEDULE AT-A-GLANCE**



## DAILY SCHEDULE | TUESDAY, OCTOBER 6TH



Click on the sessions

to learn more!

#### 12:30 PM

Welcome and Daily Highlights



#### 12:45 PM - 1:00 PM

Operator Spotlight: Using Science to Fight COVID-19 (MM)



#### 1:00 PM - 2:00 PM

What Does Senior Living Look Like in the COVID Era: The New Role of Health and Healthcare Onsite (MM)



#### 1:15 PM - 1:45 PM

Combatting the Impact of Social Isolation and Loneliness (MM)



Connections Break



#### 2:15 PM - 3:15 PM

Main Stage | Four Weeks out from the General Election: A Policy Discussion with Soledad O'Brien, Mark Parkinson and Andy Slavitt (MM, RR)

#### 3:15 PM - 3:30 PM

Connections Break



#### 3:30 PM - 4:00 PM

NIC-Talks - How Will COVID-19 Impact the Future of Aging and Aging Services? (MM)



#### 3:30 PM - 4:15 PM

New Construction: Balancing Community, Safety and Lifestyle Needs for the Next Generation Consumer (RR)



#### 3:30 PM - 4:30 PM

Placemaking in Senior Living: How Community Culture Leads to Positive Outcomes (MM, RR)



#### 4:00 PM - 4:30 PM

NIC's Skilled Nursing Data Report (MM)



#### 4:15 PM - 5:15 PM

30 Days from Start to Finish: Getting a Deal Done During the Pandemic (RR)



#### Architecture and Design: COVID-19's Impact on Seniors Housing (MM)



Valuations in Skilled Nursing: How Have Trends Changed and Why? (RR)

#### 5:15 PM - 6:15 PM

NIC Video Happy Hour!

## DAILY SCHEDULE | WEDNESDAY, OCTOBER 7<sup>TH</sup>



#### 12:30 PM

Welcome and Daily Highlights



#### 12:45 PM - 1:00 PM

Operator Spotlight: Juniper Leads with Testing in its COVID Battle Plan (MM)





NIC-Talks - How Will COVID-19 Impact the Future of Aging and Aging Services? (MM)



Capital Expenditures: Are Investors Changing Their Assumptions in A COVID-19 World? (RR)



Implications of Recent Policy Changes (MM)

#### 1:45 PM - 2:00 PM

Connections Break

#### 2:00 PM - 3:00 PM



Debt & Equity in Skilled Nursing in the Age of COVID-19 (RR)



NIC Bluebook: The Impact of a Recession and a Pandemic in the Seniors Housing and Care Sectors (RR)



Valuations in Seniors Housing: How Have Trends Changed and Why? (RR)

#### 3:00 PM - 3:15 PM

Connections Break



#### 3:15 PM - 3:30 PM

Operator Spotlight: Mental Wellbeing: Taking Care of Staff During a Pandemic (MM)





People: A Critical Component of a Successful Community (MM)



Dramatic Moments in History: Another Period of Disruption (MM, RR)



Debt & Equity in Seniors Housing in The Age of COVID-19 (RR)



Main Stage | Four Weeks out from the General Election: A Conversation with Veteran Observers, Soledad O'Brien, David Brooks, and David Gergen (MM, RR)



Need help? Watch the following videos to learn more about the virtual platform!

Learn How to Navigate the Platform Learn How to Use Video Chat

## DAILY SCHEDULE | THURSDAY, OCTOBER 8TH



#### 12:30 PM

Welcome and Daily Highlights



#### 12:45 PM - 1:00 PM

Operator Spotlight: Knowledge is Power: Lessons from Ground Zero of COVID-19 (MM)





Seniors Housing's New Reality: Impacts and Ideas for the Forgotten Middle (MM, RR)



Overcoming PR, Sales & Marketing Challenges in the COVID-Era (MM)



#### 1:30 PM - 2:00 PM

Insights from NIC's Executive Survey (MM)



#### 2:00 PM - 3:00 PM

Sales vs. Risk: Balancing Operations and Finance in Seniors Housing (MM)

3:00 PM - 3:15 PM

Connections Break

#### 3:15 PM - 4:15 PM



Communications with Staff, Residents and Families During the Pandemic: Lessons Learned (MM)



Working Together to Support Older Americans: A Conversation with Industry Leaders (MM)



#### 4:00 PM - 4:15 PM

Operator Spotlight: Anticipating the Unanticipated: Evacuating Residents Safely During a Pandemic (MM)

4:15 PM - 4:30 PM

Connections Break

#### 4:30 PM - 5:00 PM

Main Stage: Young @ Heart Chorus



## HIGHLIGHTS OF WEEK 1

#### **OPERATOR SPOTLIGHTS**

Hear Powerful Interview-style storytelling vignettes with seniors housing and care executives.

#### **NIC** Talks

Our popular NIC Talks series returns. Hear insights and perspectives from innovative thought-leaders and experts as they all address the theme of this year's NIC Talks. Be inspired!

#### **MAIN STAGE**

Main Stage sessions will, as always, feature figures of national prominence, discussing issues of the highest relevance to the industry. Only weeks ahead of a critical election, attendees will be focused on what the potential outcomes will mean for their businesses. Decision makers will not want to miss the insights of panelists whose understanding of the political and business implications is unequalled.

#### PARTNER SPOTLIGHT ZONE

Our NIC Partners can be found in the Partner Spotlight Zone! Be sure to make those essential business connections with them and watch the short Partner Insight videos to hear what they have to say.

#### **YOUNG @ HEART CHORUS**

Ranging in age from 77-92 years old, the Young@Heart performers prove you can grow old without growing boring. With over 50 international tours under their belts, their musical careers were launched long after retirement.



#### **CONFERENCE TIPS & TRICKS**

#### **HOW TO MAKE CONNECTIONS IN WEEK 1:**

#### **CHAT AND E-MAIL**

The "Essential Virtual Experience" event platform will enable you to see who's in the room with you, allowing for the kind of chance encounters many attendees experience as they move through a traditional conference. See someone you know? Send a chat to say "hello". Better yet, invite someone for a video chat to talk one-on-one for up to 10 minutes. You may run into attendees in the Virtual Lobby, in the Connections Lounge, or in the Partner Spotlight Zone. You will also be able to see who else is viewing an educational session. Throughout the conference, you can also send and receive e-mails inside of the event platform, so be sure to check your in-box often.

#### **NIC VIDEO HAPPY HOUR**

Be sure to join us via video on Tuesday, October 6 from 5:15 PM - 6:15 PM for a Video Happy Hour!



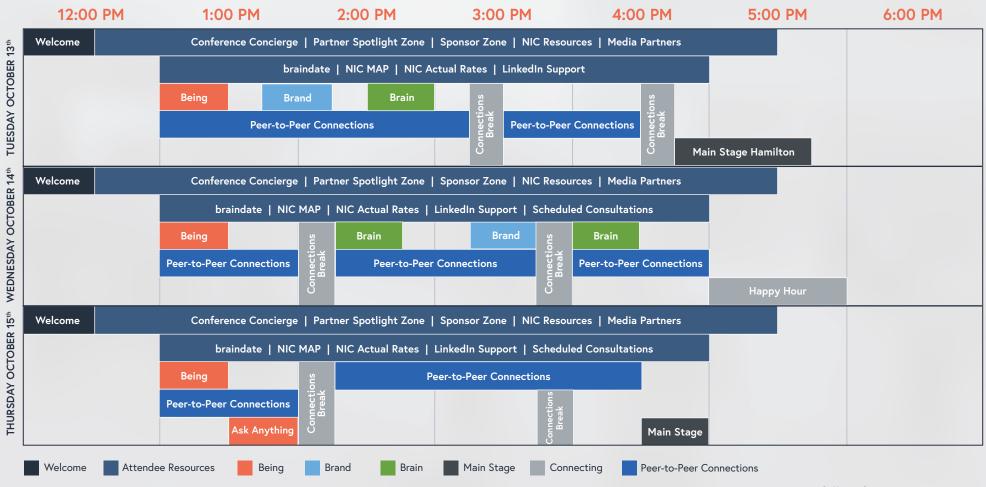
#### **BRAINDATE**

Use the braindate platform to create or join a braindate. Braindates take place in Week 2, but you will need to post your topics in advance to generate interest and allow attendees time to join! Braindates are one-on-one or small group virtual conversations based on topics of shared interest that participants book with one another using the braindate platform. This is an opportunity to share ideas and experiences others can learn from, and to gain insight and knowledge you are seeking. Braindates takes place over video!

## WEEK 2-CONNECTIONS WEEK | OCTOBER 13-15

Week 2 is designed to help you make deeper connections. Use this week to take part in peer-to-peer video sessions wellness sessions that focus on brand, brain, and being; video braindates; and LinkedIn™ profile consulting.

#### **SCHEDULE AT-A-GLANCE**



## DAILY SCHEDULE | TUESDAY, OCTOBER 13TH



#### 12:30 PM

Welcome and Daily Highlights

#### 1:00 PM - 1:30 PM

Being—Top Ways to Overcome Burnout

#### 1:00 PM - 2:00 PM

Peer-to-Peer - Technology

#### 1:00 PM - 2:30 PM

NICIMAP User Group Peer-to-Peer Discussion – Market Feasibility

#### 1:45 PM - 2:15 PM

Brand—Plan Your Career Flight Plan

#### 2:15 PM - 3:15 PM

Peer-to-Peer - What Does Senior Living Look Like in the COVID Era: The New Role of Health and Healthcare Onsite Peer-to-Peer - Staffing Challenges

#### 2:30 PM - 3:00 PM

Brain—5 Productivity Apps You Can't Live Without

#### 3:15 PM - 3:30 PM

**Connections Break** 

#### 3:30 PM - 4:30 PM

Peer-to-Peer - Social Inequity and Its Impact on the Industry

Peer-to-Peer - Capital Expenditures Structures and COVID, have they changed?

#### 4:00 PM - 4:30 PM

Brand—7 Engagement Tips to Use on LinkedIn™

#### 4:30 PM - 4:45 PM

**Connections Break** 

#### 4:45 PM - 6:00 PM

Main Stage: Hamilton Entertainment Event

#### SCHEDULE YOUR ONE-ON-ONE LINKEDIN **CONSULTATION!**

Book appointments with branding experts to receive one-on-one 30-minute live video coaching sessions to discuss how to maximize your LinkedIn™ profile to build your personal brand. Appointments can be scheduled now and will take place during Week 2 (Oct 13-15) from 1:00 PM - 5:00 PM Only 48 slots available, so book now!

## DAILY SCHEDULE | WEDNESDAY, OCTOBER 14TH



#### 12:30 PM

Welcome and Daily Highlights

#### 1:00 PM - 1:30 PM

Being—Getting Started with Chair Yoga

#### 1:00 PM - 2:00 PM

Peer-to-Peer - Middle Market

#### 2:00 PM - 2:15 PM

**Connections Break** 

#### 2:15 PM - 3:45 PM

NICIMAP User Group Peer-to-Peer Discussion – Underwriting

#### 2:15 PM - 2:45 PM

Brain—6 Inbox Management Hacks

#### 2:45 PM - 3:45 PM

Peer-to-Peer - Resident and Social Isolation

#### 3:15 PM - 3:45 PM

Brand—Tips on Becoming a Better Virtual Speaker/Presenter

#### 3:45 PM - 4:00 PM

**Connections Break** 

#### 4:00 PM - 5:00 PM

Peer-to-Peer - NIC Talks

Peer-to-Peer - Workplace Culture

#### 4:00 PM - 4:30 PM

Brain—7 New Habits to Effective Team Collaboration

#### 5:00 PM - 6:00 PM

NIC Video Happy Hour!

## NICIMA

The Most Trusted Data for Seniors Housing & Care.

NIC MAP® Data Service (NIC MAP), trusted by 4,300+ users, 300+ companies and built exclusively for the seniors housing and care sector, is available in a variety of product suites, or downloadable reports. Discuss your needs and requirements with a NIC MAP product expert - and get the best possible advice on which NIC MAP products are right for you.

NIC MAP's 14+ years of time-series data enables you to:

- Measure and benchmark performance in the market.
- Track competition within a trade area.
- Identify markets that present opportunities.
- Stay ahead of industry and market trends.
- Drive decision-making processes in underwriting.
- Manage risk.

Schedule a meeting or chat with a product expert by visiting the NIC MAP Data Service room.

## DAILY SCHEDULE | THURSDAY, OCTOBER 15TH



#### 12:30 PM

Welcome and Daily Highlights

#### 1:00 PM - 2:00 PM

Peer-to-Peer - What's the Investment Case for Seniors Housing Since COVID?

#### 1:00 PM - 1:30 PM

Being—5 Meditation Techniques to Increase Focus

#### 1:30 PM - 2:00 PM

Ask Me Anything - Brand, Brain and Being Instructors from the week are here to answer your guestions!

#### 2:00 PM - 2:15 PM

**Connections Break** 

#### 2:15 PM - 3:15 PM

Peer-to-Peer - Active Adult

#### 3:00 PM - 4:30 PM

NICIMAP User Group Peer-to-Peer Discussion – Targeting Markets

#### 3:15 PM - 3:30 PM

**Connections Break** 

#### 3:30 PM - 4:30 PM

Peer-to-Peer – Architecture and Design

#### 4:30 PM - 5:00 PM

Main Stage | Closing Session: An Interview with Kim Campbell



#### **HOW TO MAKE CONNECTIONS IN WEEK 2:**

- 1. Continue chatting and e-mailing in the platform like you did in Week 1
- 2. Participate in video braindates
- 3. Take part in the Peer-to-Peer Connections video
- 4. Follow-up with NIC Community Connector leads

## HIGHLIGHTS OF WEEK 2



This series of sessions offers attendees a chance to focus on themselves and gain expert insights on improving personal brand, productivity, creativity, and overall wellness. The 'Brand' session offers advice on improving your personal brand to showcase your best self. In 'Brain,' attendees will learn how to build life-changing habits and explore some of the apps and tools they can use to boost productivity, time management, creativity, and new ways to create value. The 'Being' session focuses on mental and physical health, featuring tips on wellbeing, advice on essential oils, how to avoid burnout, how to be happy, and self-love.

#### PEER-TO-PEER CONNECTIONS

Join your peers to share perspectives on timely industry topics. The discussions within the Peer-to-Peer Connections are geared towards creating a community of dialogue on emergent ideas that can provide fresh perspectives and innovative approaches. Gaining insight on how fellow industry professionals are tackling hot button issues can make all the difference in how you navigate your business as you explore various options and potential paths forward. This forum is opened to all interested participants.



#### **BRAINDATE TIPS:**

SHOW UP! If you are no longer able to attend your braindate, be sure to cancel as far in advance as possible to free up your spot for another interested participant. If you are the host of the group braindate and you cancel, you will cancel the braindate for the entire group.

**INTRODUCE YOURSELF:** Use the first 4-5 minutes for a 60-second introduction of the participants in the group

#### **EXCHANGE INFORMATION:**

These are some of the best connections you are going to make. Stay in touch and continually learn from each other. Most people who participate in braindate become industry connections for life!

FOLLOW-UP: Keep the conversation going and share how what you learned has influenced you in your career.

#### HAMILTON ENTERTAINMENT EVENT

Join us for our first ever virtual entertainment experience. Take a break for some essential fun as we are joined by Sydney James Harcourt and Lexi Anderson, two of the cast members from the Broadway hit musical Hamilton. They will perform songs, answer questions and tell us some of their favorite stories from their time on the show.

#### NIC VIDEO HAPPY HOUR

Be sure to join us via video on Wednesday, October 14 from 5:00 PM -6:00 PM for a Video Happy Hour!



#### **VISIT THE SPONSOR ZONE**

We are grateful for the support of our Event Sponsors. Be sure to visit the Sponsor Zone in Week 2 to learn more about each company!

### **\$2** braindate™

It's braindate week! Hopefully by now you have joined in or created your own braindate! If not, there is still time! Peruse the topics and make sure you a part of these deep conversations!

## VIRTUAL ROOM DIRECTORY



#### **LOBBY**

Considered your home base, the Lobby gives you access to the majority of the rooms throughout the Virtual Event Platform

#### PARTNER SPOTLIGHT ZONE

- Visit our NIC Official and Premier Partners and connect with their company representatives
- Partner Highlights are accessible from this Room

#### **CONNECTIONS LOUNGE**

- Participate in the Public Chat question of the day
- Peer-to-Peer Connection Sessions
- Video Happy Hours
- Access to the NIC Community Connector
- · Access to the braindate platform
- One-on-One LinkedIn Consultation Scheduling Tool





#### MAIN STAGE

- Keynote Sessions
- Entertainment
- View the main stage sessions you missed during week 1 in this room until October 15

#### CONCURRENT SESSIONS

- Week 1 Educational Sessions with the exception of the Keynote Sessions
- Week 2 Peer-to-Peer Video Connection Sessions
- Week 2 Wellness Sessions
- Week 2 NIC MAP User Group Peer-to-Peer Discussions
- See what sessions are coming up, which ones are currently taking place, and view sessions that have already taken place
- View the concurrent sessions you missed during week 1 in this room until October 15

## **VIRTUAL ROOM DIRECTORY**





## \*CONNECTOR™

• Access to this new platform can be found in Lobby and in the Connections Lounge

## **\$**2 braindate™

• Available via the Connections Lounge, this links out to the braindate platform where you can schedule or join 1:1 braindates or group braindates

#### NIC RESOURCE CENTER

Access to NIC publications and resources

#### NIC MAP DATA SERVICE®

- Talk to a Product Expert from 1:00 PM 5:00 PM EDT
- Learn more about NIC MAP® through client testimonials and an overview video
- · View current market coverage map and learn more about product offerings

#### **EXECUTIVE INSIGHTS**

 Learn about NIC's Executive Survey Insights, the longest running pulse of the industry survey since the pandemic began. Including market fundamental data and analysis on occupancy rates, movein and move-out rates, and more.

#### **NIC ACTUAL RATES**

- Schedule a meeting or chat with a NIC Actual Rates Representative from 1:00 PM - 5:00 PM EDT
- Participate in the NIC Actual Rates "Question of the Week"
- Download more information about this initiative.

#### **SPONSOR ZONE**

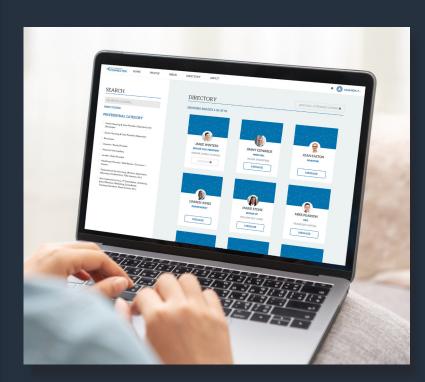
• During week 2, visit with our sponsors and connect with their company representatives

#### **MEDIA PARTNERS**

• Download Media Partner Publications and access information

# \*\*CONNECTOR\*\*

**ESSENTIAL RELATIONSHIPS** 



As a registrant of the 2020 NIC Fall Conference, you get first access to our newly custom-developed online community to connect with peers 365/24/7 in the seniors housing and care industry. Connect directly with those you need to meet. No cold-calling. No travel. No unwanted solicitations. No wasted time. Just real contacts with the power to make a deal.

Based on current subscribers in the NIC Community Connector, 46% of operator contacts are actively seeking capital and 92% of capital provider contacts are open to being contacted about capital needs. Can you afford not to be included? Create your profile today.

#### Questions?

Contact Patricia Hardy, NIC Community Engagement Manager, at NCCSupport@nic.org.

**CONNECT NOW** 

## PARTNERSHIPS MATTER

NIC extends sincere appreciation to our partners for helping us make the 2020 NIC Fall Conference the most accessible, convenient, and essential event of the year in seniors housing and care.

Featuring the latest insights, data, and thought-leadership as well as access to the NIC Community Connector™--the most powerful networking tool available in seniors housing and care—we believe attendees will want to thank our partners, too.

Thank You!

#### PREMIER PARTNERS





**KeyBank** Real Estate Capital



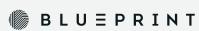






#### **OFFICIAL PARTNERS**



























## PARTNERSHIPS MATTER



We are so grateful for the support of our 2020 NIC Fall Conference sponsors, who are committed to our mission – thank you.

#### **COLLABORATING SPONSORS**























#### **CONTRIBUTING SPONSORS**













## **PARTNERSHIPS MATTER**



Thank you to our Media Partners:





















# NC MAP® Data Service

## THE MOST TRUSTED DATA FOR SENIORS HOUSING AND CARE

NIC MAP® Data Service (NIC MAP) is the premier provider of comprehensive market data for the seniors housing and care sector.







### **DATA WE PROVIDE**



**PROPERTY** CHARACTERISTICS





**CONSTRUCTION PIPELINE** 



**OCCUPANCY & RATE COMPS** 

What Are Residents
Actually Paying?



#### Seniors Housing Actual Rates Data Initiative

Operators who participate in the NIC Actual Rates Initiative gain complimentary access to powerful, exclusive new data on the monthly rates that seniors housing residents are actually paying compared to properties' asking rates.





The NIC Actual Rates Initiative is driven by the need to increase transparency in the seniors housing sector and achieve greater parity to data that is available in other real estate property types. Providing accurate data on the monthly rates that seniors housing residents are actually paying compared to properties' asking rates helps the sector achieve this goal.

#### What is Included in Actual Rates data?

Access exclusive quarterly reports for benchmarking and strategic planning efforts.

- In-place rates, move-in rates, and asking rates.
- Leasing activity, as measured by move-in and move-out velocities
- National aggregate and select metro-level data

The current national data set has already grown to approximately:

- 30 operators
- 2,500 properties
- 300,000 units

Learn more by visiting the Actual Rates Room in the virtual platform.

Schedule a meeting or chat with a product expert by visiting the NIC MAP Data Service room.