

## **MY LIFE AS THE DEVELOPER OF SOBER LIVING HOMES—AN EXPERIENCE REPORT**

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### **ABSTRACT**

This article explores various possibilities of sober living houses for recovering alcoholics and drug addicts from the well known Oxford House model, California social model programs, sober living networks in California, and other recovery residences in the United States. Don Troutman provides the lessons he learned through intuition, thoughtful consideration of issues, and trial and error. His experience report covers the development of Clean and Sober Living in the Sacramento CA area.

### **HOW I GOT SOBER**

I started drinking at the age of 14 and drinking became a social and cultural thing for me. If I wasn't drinking and/or mingling with those who were, I really didn't feel like I was living or part of the group. I had tried to quit on a few occasions. I would go to a 12-step meeting and try not to be recognized as a new person. I didn't think I fit in. I did not want the stigma of being someone with an alcohol and drug problem. I knew that my use of alcohol frequently and drugs occasionally caused the problems in my life and when a problem did occur such as brushes with the law or poor behavior, I would just man up and take the consequences and pay the restitution. In 1975 I got the best job I had ever had and 10 years later, after a month of binge drinking and being thrown out by my second wife, I was given the option of going into a treatment program or losing my job.

**Keywords:** mutual help, sober living house, recovery housing, Alcoholics Anonymous

After attending a 28-day treatment program (Starting Point), I came to the realization that if I could not resist drinking or using, that I did have an alcohol and drug problem! I could stay clean and sober when I was at work or when I was at 12-step meetings, but it was the other hours of my daily routine, such as being alone in my apartment, when I was at risk. So, I chose to live with other people who had left the program about the same time that I did. The other people that were clean and sober gave me support and held me accountable without even having to say anything. Within a few months of being abstinent and going to 12-step meetings, I was becoming more comfortable with the lifestyle and determined to stay clean and sober. After many months, I began seeing recovery as a viable lifestyle that had a positive effect on my life, my ego, and my self-esteem.

### **MY BROTHER**

When I was 15 months sober, my brother in a neighboring town reached out to me. He was using drugs pretty heavily and I sensed that he was probably having the same feelings that I had had. On my first attempt to get him involved in 12-step meetings, my brother was under the influence and would not go. I attempted to take him to a meeting the following weekend but he was, again, under the influence. On October 31, 1986, the day before my third attempt to help him, I received a call telling me that he was dead from a drug overdose. My grief forced me to look deeply into why I was surviving and why he did not. I realized that what was saving me was living with other people in recovery! I swore that I would carry the message of recovery to other people. I didn't feel capable of carrying the message through writings or speaking or even being a great sponsor; but, I did feel like I could help people live in a house that was alcohol and drug-free. I had had roommates in the military, during college, when I was single and working. I was comfortable with the lifestyle and I thought I could make that available to people who needed to stay clean and sober.

### **MY FIRST HOUSE**

I acquired a six-bedroom house (leased from a relative) where I had a bedroom, my two boys, who were living with me after my 18th month of sobriety, had a bedroom, and we had four clean and sober roommates. The boys and I eventually moved to a second house and acquired new clean and sober roommates there. By 1989, I formally started Clean and Sober Transitional Living (at the time, the term "sober living" was not being used and the term closest to what I was doing was "transitional living"). Clean and Sober Transitional Living was a part-time venture; I was still working at the company that had sent me to the recovery program. I had read about the Oxford houses and a few different therapeutic communities, but, I did not have a model for my first sober living homes.

Wanting to find guidance and to determine that I could meet all local and state regulations, I talked to County planning. They told me that as long as people were living as a family there could be more than six people; they called it “unrelated adult communal living.” The California department of drug and alcohol was not helpful. They said there were no licensing requirements available for what I wanted to do. But when I suggested that I get a recovery home license to provide transitional living, they told me I would lose the license if I did not perform recovery services. I was referred back to social services.

I visited Social Services but there was nothing that applied to me. I was trying to create something that looked more like college roommates living together. I had found that living with other students was very helpful for me when I was attending college—I learned how to be a student and study by living with other students. The County’s unrelated adult communal living was the only thing that seemed relevant. I literally sat down on my bed with a yellow legal pad and sticky notes working on this project every day. Eventually, after I had moved to the second house and had left my roommates behind in the original house, I felt the concept was beginning to gel and over the next few years I acquired properties by renting and leasing homes.

One of my two major problems was the quality of the resident that moved into my sober living homes. My requirements were loose because I needed residents so that I could pay the bills; my decision to take in a new resident usually resulted from a short interview. Unfortunately, my perception of the person at the interview may not have been correct or the perception was influenced by my short-term financial needs and, 2 to 6 weeks later, I would have a problem on my hands. I considered having the residents’ interview prospective new residents, but didn’t feel that I could depend on them to be timely and as selective as I wanted them to be. Frankly, I got the impression that they would reject a resident because they did not want changes in their already existing environment. This was a problem and I had to figure out a solution! The other major problem was that I was facing landlord-tenant laws. Just because the house is a sober living environment does not change or eliminate the landlord-tenant laws. I became aware of this when I had a resident that was uncooperative and would not move out. I tried everything except going to court for an eviction. It finally came to a point where I told all the residents in the house that I had to shut down the house. The other residents did not want to move and they collectively told my problem person they wanted him out immediately. He moved. This was an illuminating moment! A problem person is more likely to conform to and do what the other residents are telling him than what he would do for me. I reflected that it was the accountability to my roommates that had encouraged me to stay clean and sober. As far as the problem resident was concerned, I was the establishment and he was the victim. I had to figure out how to get the residents to be active participants in the house.

## SOLUTIONS THROUGH EXPANSION

I found a solution to my problem September 4, 1993 when I found the house at 8934 Madison Avenue, Fair Oaks, CA. This was a 4900 sq. ft. house that, with a couple of modifications, could contain 12 bedrooms. My intention was to make the Madison house my main house in which *all* residents would move into initially—a process we later dubbed Phase I. I required people to live in this house for a minimum of 1 month and, then, if they were successful, they would be offered a room in one of the original, smaller houses—graduating into Phase II. This solved my problem of bringing in residents without knowing anything about them. Generally, I would find out in the first month if they were going to stay clean and sober and/or if they were able to fit into a communal setting. This was also the vehicle for me to create a peer structure. From my experience with a problem person, I knew how important peers would be. I wanted to create a structure of “for the peers, by the peers.” The first seven houses were scattered throughout the community and the residents did not act as a cohesive group. By making the Madison house the focal point where there could be more residents living together I was able to create a peer structure. To bring in the Phase II people already living in separate houses, I established a requirement that Phase II houses had to attend Sunday Mandatory Meetings and to report on the status of their houses.

I contacted the Executive Director of the substance abuse treatment program Starting Point and convinced him to come to the Madison house for a tour. The Director agreed with me that if their clients were referred to Clean and Sober Transitional Living, it would improve the success rates of people leaving their program if for no other reason that it would help prevent a lot of people from relapsing immediately. I started getting referrals from Starting Point and then, eventually, from Charter Hospital. Things were moving pretty smoothly after that. I was getting a steady flow of referrals. We were seeing higher success rates and I was getting more quality residents for my Phase II houses. People were starting to stay longer in the Phase II houses. Although I had residents who were qualified and willing to move into Phase II, I did not have the Phase II rooms available. The solution seemed either to: a) acquire more Phase II properties; or b) allow people to stay in Phase I longer. I decided to do both.

At this point, I had personally purchased five properties and I was leasing others so that I could have the Phase I and Phase II living environments. Over the next 13 years or so, I began purchasing more properties at a rate of about one a year. I had taken some huge risks not knowing whether it was going to work out. In August 2003, I decided to rebuild the Chestnut property. The original house had three bedrooms two baths and approximately 1750 sq.ft.; it became a 5300 sq.ft., nine-bedroom, five-bath house. Since that time I have added four more bedrooms and one bathroom, which means it currently has 13 bedrooms and six bathrooms. The house is no longer suitable for the typical single-family

but in my system it has become a gem; I usually have a waiting list of people who want to move there. In 2007, I decided to rebuild one of the Madison Avenue houses. The original house was approximately 1800 sq.ft., three-bedroom, two-bathroom and became a nine-bedroom, six-bath house with a huge meeting room. The new Madison Avenue house became the hub of our system of sober living. These are risks that no normal real estate investor would have made; but, because my goal was specific for sober living, I was willing to make them.

### **PUSH BACK FROM OUR NEIGHBORS**

In March 1995, before my Madison remodel in 2007, my life and thinking changed drastically. I received a letter from the County of Sacramento informing me that I needed a use permit to operate a social rehabilitation center (halfway house). One neighbor had come by to ask me what was going on in the complex and I had been very open with him. Up to that point, I wasn't getting very much neighbor opposition and people really didn't know what was going on. I found out that after the neighbor's inquiry, the neighbors on Madison Avenue and the street behind Madison Avenue had a secret meeting and were circulating a petition to give to the County Supervisor. They did not want us in their neighborhood! The neighbors conjured up a bunch of reasons that were exaggerated or simply not true. Up to this point I had felt good about what I was doing. I was helping people stay clean and sober and saving lives! Now, I was beginning to feel the prejudice, the bigotry, intolerance, hatred, discrimination, and NIMBY-ism (Not in My Back Yard). Now, looking outside of my own little world, I was feeling the stigma. Neighbors would drive by and stare angrily. They would walk by the house and take pictures of the vehicles parked there and turn the license plate numbers over to the Sheriff's Department. I personally lived off the block and one of the neighbors who was spying on my house at Chestnut and not paying attention to his driving pulled out in front of a motorcycle rider who crashed broadside into his vehicle and was killed. The County supervisor's office was bombarded with minor or fabricated complaints and sent out the Sheriff's Department, the Fair Oaks Advisory Council, Building Inspection, Planning and Zoning Departments, County Department of Drugs and Alcohol, State Department of Drug and Alcohol, Social Services, and cable TV (looking for black boxes). Every department reported back that we were not violating any codes. In fact, the inspector from social services said "I have a brother in Yuba City that could use this place. Could this be available to him?" The fight with the County of Sacramento was intense and went on for more than 2 years. I felt that the neighbors would tar and feather me and run me out on a rail if they could!

I began attending all the County Supervisor meetings. At the first County Supervisor meeting I attended a gentleman blurted out "Dave, what are you doing about those people on Madison Avenue"? The supervisor told the room "those folks are sitting at the rear of the room and if you want to, you can talk to

them after the meeting.” All the heads in the meeting swung around and stared at us in disbelief as we sat there with our red T-shirts that said “Clean and Sober” on them! They did not want to talk about us while we were in the room and they were not willing to have a face-to-face discussion. Therefore, I started attending all of the County Supervisor Meetings, The Sheriff’s Meetings, and the Chamber of Commerce meetings. My tactic was to be present, wearing a Clean and Sober T-shirt, so they would not talk about us behind our backs. I felt totally powerless and fearful of the County and retained an attorney who did her research and discovered that we qualified as Americans with Disability and the Fair Housing Act protected us. She informed me that it would be a battle but the laws were on our side. This was all new to the County; they were not knowledgeable of appropriate federal statutes and weren’t sure what their options were. Frankly, the County just wanted us to go away but did not know how to make that happen. I have been growing and evolving for 6 years; I was too invested in it to quit.

Eventually the County Supervisor sent out an emissary who was in recovery from alcohol. He had about 10 years of sobriety. We spent hours together and he liked what he saw. He went back to the Supervisor and told him that what was going on at Madison Avenue was a really good thing. He said that there were a lot of people being helped to recover from a seemingly hopeless disease. Finally, the County Supervisor asked me to come to his office without my attorney. I showed up at his office and he had all the County department heads sitting around an oval table. He asked me a couple questions and I held to my story. He then said “Continue on; you’re not violating any codes.” He told me that any money that I paid would be returned to me. We stayed in touch and communicated frequently. It was through this process that I became a lobbying person for addiction recovery. I was out of the closet now and had new skills to use for addiction recovery goals. I have spent a lot of time at the state capital and other meetings as an ambassador for addiction recovery. I felt that I really did not have any choice. I had to be visible, aggressive, and a patriot for recovery.

Over the years I became involved in a lot of public issues outside of Clean and Sober. For example, I may be defending an unrelated business on some issue and it is Don Troutman at Clean and Sober who stepped up. I look at problems as an opportunity to improve on what we already are doing. The organization is now called CSTL Inc., dba Clean and Sober Living. I incorporated CSTL in 1999 to provide a level of protection. I had to choose the for-profit C-Corp type of corporation. Although I felt that it is a better fit as a 501©(3) nonprofit corporation, it was impossible because I owned the real estate which would be considered a conflict of interest; I could not step down because I was the driving force for the organization. As a 501©(3) nonprofit corporation I would not have been able to do what I have done or what I intend to do. As a for-profit corporation my income is a lot less than it would be as an executive director of a nonprofit corporation. But, I have more flexibility as a C-Corp. People imply that for-profit corporations are greedy and money hungry and in business solely for the profit.

Clearly, that is not always the case. As a for-profit corporation, we receive neither donations nor tax breaks; our County's general fund is set up in such a way that they can only have contracts with nonprofit corporations; so, we cannot compete for County business. Since we are market driven and not funding driven our quality has to be better than others in order to attract residents.

We have a solid reputation for being clean and sober. We have become the focal point of people wanting to get off drugs and alcohol in our community. The neighbors on Madison Avenue, who had signed the petition, one by one came to me and asked me if I would be interested in buying their property. What started out as one house on Madison Avenue has turned into six Phase I sober living houses and a detox house (a state licensed facility of six beds). At the sober living houses, we are very open and I allow the residents to start-up, register, and run 12-step meetings in our meeting room.

It was never my goal to be a competitor to treatment programs or to provide any recovery services. All I wanted to do was to have residential properties available to those who have already received those services and would like to live in a clean and sober environment. Yet, in the early days, many of the recovery homes were threatened by my existence; they thought that I might be taking people into my sober living houses that should really be in their recovery programs. I became a member of the California Association of Addiction Recovery Resources (CAARR) to gain acceptance; but, I never gained acceptance from everyone until years later.

A friend with a lot of sobriety, who was aware of my battles, suggested that I join the Chamber of Commerce. I agreed and became a member and started attending their functions and volunteered to be an ambassador. I was nominated to be on the board of directors and the mere fact that I was voted in is evidence that my lobbying in the community was working. On the Chamber I became even more of an active member of the community. I continued to attend the County Supervisors meetings, the Sheriff's meetings, and other community meetings. Many times I was there in the capacity as a director of the Chamber of Commerce making an announcement or a report. My relationship with the Chamber of Commerce gave me political and public exposure and I eventually became the President of the Board and served in that capacity for 2 years which gave me a lot of political currency as well.

I am convinced that openness and transparency are the best ways to eliminate ignorance and stigma. To get the residents involved in the community, I have put it in our residential contract, as a condition of residency, that the residents of Clean and Sober Living must provide community service during three major events in the community. The residents of Clean and Sober Living man barricades at the Fair Oaks Spring Fest, the Chicken Festival, and Christmas in the Village events. Being visible in these events has made us well known and well accepted in the community. In fact, I have had people tell me that they cannot do these events without us and they are very grateful.



## LESSONS LEARNED

I came to Sober Living in need, a way to save myself; as it turned out a lot of people were just like me and needed what I had to offer. I tried to think ahead to avoid as many problems as I could, but much of what I learned was through trial and error. I've made several mistakes, have had to make modifications and adjustments, and have had some huge successes. Along the way, I have learned many lessons which I can share.

### A Few General Principles

- Peers need to be involved in house governance.
- People are fearful of things they do not understand. Transparency and community involvement will reduce community push back and Not-In-My-Back Yard reactions.
- Clean and Sober Living is not the problem; it is a solution.
- If I can change the perception of one person at a time, over a long time I will reach a lot of people. Some days are really good days and I get to reach many people at one time.

#### 1. *Structure*

The most important and difficult process was how to craft an internal structure. I knew that I needed to have a system of “for the peers, by the peers” but how? How to motivate people without them feeling manipulated? I wanted the benefits of a therapeutic community but didn't want to look like one. I had learned that people get more out of an experience if they are part of the process. I also knew that it wouldn't work if it was on me to try to help everyone; everyone had to help each other. My first decision was to have the people involved in writing the rules. The residents and I agreed that we would have a Residential Congress that would make the rules and expectations of the house. Although I started out with the basic concepts, the residents came up with rules and issues that I would not have thought of. In fact, they tended to be more restrictive than I would have been. But the fact that they are the ones making the rules and that they have the ability to change the rules makes it easy for them to accept.

The Rules and Expectations are social courtesies one must be aware of when living in a group environment and the procedures when someone violates them. Our line of authority at CSTL from bottom to the top is: Chore Captain, Assistant House Manager, House Manager, Street Manager, Judicial Committee, General/Office Manager, The Resident Congress, and the CEO. The first section of the rules and expectations covers the first 24 hours, personal belongings, and curfew hours. We require the residents to attend 12-step meetings, although we do not tell them which type they must attend. We do make it very clear that any use of alcohol or mood altering substances is prohibited and they will be



terminated immediately! We are also pretty strict when it comes to physical violence, enabling behavior, racial or sexual indiscretions, and/or illegal activities. We also talk about our mandatory house meeting; if someone tells us they cannot attend the Sunday Night Meeting we will not accept them as a resident. This meeting is very important to keep people accountable. The last Sunday of the month we celebrate birthdays. We have people with little or long-term sobriety. At this point we have a resident who has 38 years of sobriety. It is not uncommon for a resident to live with us for several years.

We created a court of sorts, a Judicial Committee. The Judicial Committee judges are nominated and voted for in our Sunday night meetings. The Judicial Committee Members listen to the infractions and requests from residents and make a decision. Consequences can be anything from blackout (where a resident is grounded except for work or medical/court appearances), to writing an essay or termination of residency. All decisions are reviewed by the general manager to make certain that decisions are not liable or dangerous to CSTL. A typical punishment is community service. If the resident refuses to do it, s/he could be terminated. Most of the time the offender completes the punishment without question because they are influenced by peer pressure.

*House Manager as enforcement.* House Managers are people who are working a decent program, are looking to be more involved in Sober Living, and are willing to accept responsibility. Their job is not to boss people around but to make certain that chores are being done, to report the status of their house and to notify the office if anyone is drinking or using. In exchange for taking responsibility, they receive special privileges not available to the normal residents. It is easy to find people willing to step up and be a leader because they see it as part of their recovery program. Moreover, our environment is a “we” program and not a “you and them” program; this encourages people to be involved. To allow for a greater number of people to be involved, we created senior Phase II status peers who want to obey the rules and expect others to do the same. The senior Phase II peers have less organizational authority but can give people citations for breaking the rules. To obtain Phase II status one must apply and appear at the Resident Congress who, by vote, gives them the status. Together the house managers and the senior Phase II status peers are our police force.

Currently Phase II housing consists of eight houses mostly within a 2-mile radius of the main house and are for people who want to stay with clean and sober, would like to have a single room, and are willing to provide their own food, toiletries, and paper products. The rent drops down approximately \$300 a month for Phase II which is the portion of the rent in Phase I that goes to those items. Phase II housing can have from 5 to 13 residents.

We are a self-governing community that pretty much supports its own. The peer structure is the most important aspect of the internal organization. The residents are tenants in a landlord-tenant relationship but the governance and maintenance

of relationships are peer driven. This arrangement significantly reduces liability to CSTL. For example, if a resident relapses and must leave, they will be anxious to leave as soon as possible because they do not want to be around people who are clean and sober. CSTL cannot put someone in danger; therefore, the company would have to tell the person they cannot get into a vehicle or the company would have to call the police. I put them in a room for the night and have them leave the next day if they don't have someone to pick them up.

## *2. Location, Location, Location*

You hear this term “location, location, location” in business and real estate all the time. For sober living it is a big deal! I cannot emphasize how critical and how important this could be. The people in a sober living house need to have transportation and services close by. People will not do well without things like convenience stores, fast food, and public transportation. They will need to go to jobs, doctor appointments, court dates, and job interviews.

A cul-de-sac would be another negative location. If you have one house in a cul-de-sac you will have three to five neighbor's doors staring at your front door. Every time someone visits or residents come and go, the neighbors are going to imagine the worst is going on. They probably won't recognize it as a sober living house and will probably think drug deals are occurring. In a cul-de-sac you are asking for built-in NIMBY-ism that will cause you a lot of grief.

My Madison Avenue houses are on a busy street only a few yards away from stores, fast food, and gas stations. There is some public transportation but in my mind not enough. If a resident needs a pack of cigarettes, a candy bar or a soda, no problem! These houses are on a heavy thruway; the property would be less desirable for families with children or pets. It is zoned for residential use and I cannot imagine a better use than adults living in unrelated adult communal living.

The inside of the house is going to be important too. I don't believe a sober living should be using bunk beds. I call that “racking and stacking.” And personally, I don't think there should be more than two people per room. On the other hand, I don't think there should be single rooms in the Phase I type of sober living environment. People that are new in recovery will isolate if you give them the opportunity. The numbers of bathrooms in a house are important. It becomes more difficult when you have five or six people trying to use the same bathroom. I do a lot of remodels. On these remodels, I like to add lavatories in the bedrooms which they can be used for brushing their teeth or grooming and it takes the pressure off the use of the bathrooms.

Food, paper, and toiletries are provided in our Phase I type sober living but the residents do the preparation. I believe it's imperative to provide good quality products. A protocol has to be established for safe storage of food before and after preparation. The side benefit of having the residents prepare the food is the camaraderie that takes place when the residents are working and eating together.

There have been times when they have come up with some pretty creative and delicious meals; also some pretty good therapy happens when alcoholics talk to one another.

### *3. Personal Education and Training*

I believe education is a key factor for being successful as a sober living entrepreneur. I needed to know about real estate law and landlord-tenant law.

I needed to know how to acquire property. So I took every class the local junior college had to offer on those subjects. I took classes on real estate principles, finance, escrow, appraisal, and the sales.

I also needed to know about recovery from addiction. I took every class the local junior college had to offer on chemical addiction. I became a member of CAARR around 1996 and as a member of CAARR I took their addiction courses and became a Certified Addiction Specialist. I became very active in CAARR, later being a board member and chair of the sober living committee.

In the early to mid-2000s there were a lot of NIMBY reactions throughout the State of California and sober living houses were being threatened in numerous cities. Aggressive action was taken by CAARR to respond to this threat. One of the things that CAARR attempted to do was to introduce “Adult Recovery Maintenance Facility” living environment to be licensed by the State of California. My Madison Avenue properties were the prototype for this bill. Unfortunately, it has not yet passed the California Legislature.

Another attempt to help resolve the NIMBY situation was to provide a template and teach business people how to appropriately and ethically create and run a sober living house. I created a 36-hour curriculum toward becoming a Sober Living Specialist. CAARR’s and my tactics were to raise the quality of sober living environments and/or make them licensable by the California Department of Alcohol and Drugs, which would eliminate the push back in neighborhoods. Sober living is not allowed to provide counseling or treatment but we thought that an articulated ethics and professional philosophy would be valuable assets.

### *4. The Office: Be Accountable and a Good Business*

I think it’s important that the staff be professional. Even though we are all part of the same community it is important for the staff to be knowledgeable of recovery procedures, modalities, and counseling techniques so they can make the appropriate referrals. In our case we do not hesitate to pay or share in the payment of the expense for a person to become a Certified Addiction Specialist through the California Association of Addiction Recovery Resources.

It is mandatory for the office part of the structure to conduct good business and be accountable and for the staff to abide by a code of ethics. The staff people are important role models for people living in the environment. I require 1 year of sobriety and prefer a former resident.

You must have a system for bookkeeping so that you can track all the income and report to the appropriate taxing agencies. Adequate insurance is just good business and necessary if you plan on having governmental contracts.

The office is where initial phone calls are handled, screening potential residents, and the intake process is conducted. The better your staff, the better your operation.

### **AN OVERVIEW**

We are a long-term sober living environment that is an intentional community, versus a group of houses. Our community consists of a Detox Facility, an In-patient Recovery Home, six Adult Recovery Maintenance Phase I Houses, eleven Phase II Sober Living Environments, Out-Patients, and an interventionist. We are the most attractive, cleanest, and very affordable sober living in Northern California. We feel a quality environment instills pride in the person recovering from Addiction Disability. Our philosophy is to control the environment, not the individual; we provide the person an opportunity to grow.

CSTL embraces Alcoholics Anonymous (AA) and Narcotics Anonymous (NA) and requires residents to be an active member in one of those or similar 12-step programs.

Everyone starts at Phase I (Adult Recovery Maintenance Homes) which are six homes in a row. A deposit is not required and the rent is \$895 (that is \$29.83 per day including food and toiletries).

The Phase II (SLEs) is for those who have lived in Phase I for a minimum of 30 days, are working a good 12-step program, and desire less structure. All the Phase II homes are fully furnished, all utilities are paid, cable TV is provided, and everyone has a single room.

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