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DENEHY Club Thinking Partners and Blue Hour Housing Launch Turnkey Workforce Housing Solution for Private Clubs New partnership addresses the private club industry’s most pressing workforce retention challenge by strengthening recruitment outcomes, improving service consistency, and protecting the member experience without assessments or balance sheet impact

Fairfield, Connecticut | February 19, 2026 — DENEHY Club Thinking Partners (DENEHY CTP), a leading executive search and management consulting firm serving the private club industry for more than 26 years, today announced the launch of **Turnkey Workforce Housing Solutions**, a new initiative developed in partnership with Blue Hour Housing to address what has become one of the industry’s most significant workforce risks: employee housing.

As rising housing costs and limited inventory continue to disrupt employee retention, service consistency, and operational continuity, this model provides clubs with a way to secure long-term workforce housing without assessments, capital outlay, or the operational burden of owning and managing employee housing. The approach allows clubs to support their workforce without becoming landlords or assuming real estate risk.

The Workforce Challenge Has Shifted

For years, private clubs focused primarily on recruiting talent. Today, retention has overtaken recruitment as the dominant operational risk across resort, suburban, urban, and remote markets.

According to a January 2025 DENEHY Club Thinking Partners industry survey of 180 General Managers, COOs, and senior executives nationwide:

- Employee housing is now the #1 workforce issue
- 78% report staff housing is moderately to very challenging
- 61% rank employee housing as their top operational concern
- Housing directly impacts retention, service standards, scheduling stability, and operational continuity

“For more than 26 years, DENEHY Club Thinking Partners has advised private club Boards and leadership teams on governance, strategy, and executive leadership,” said Dan Denehy, Founder and President of DENEHY Club Thinking Partners. “Today, workforce housing has emerged as one of the most pressing issues affecting retention, service consistency, and operational stability. Addressing it is no longer adjacent to our work. It has become central to helping clubs perform at the highest level.”

Why Housing Has Been Hard for Clubs to Solve

Despite broad agreement that housing is critical, many clubs have struggled to act due to capital constraints, governance optics, and the operational burden of owning non-member-facing assets. As a result, housing solutions have often remained fragmented, reactive, or deferred entirely.

Turnkey Workforce Housing Solutions Delivers

www.denehyctp.com



- No assessments
- No capital outlay
- No balance sheet impact
- Long-term, professionally managed workforce housing secured off-site

Blue Hour's model combines centralized operations with on-site property management, supported by smart access controls, Wi-Fi monitoring, and 24/7 oversight. Clubs receive real-time visibility, consistent standards, and clear reporting without taking on day-to-day landlord responsibilities.

Importantly, Blue Hour builds community for employees, not just housing.

"Workforce housing succeeds only when it is designed, operated, and managed for long-term stability," said Chris Breen, CEO of Blue Hour Housing. "By partnering with DENEHY Club Thinking Partners, we are bringing a proven, professionally managed housing model to private clubs that need reliable solutions without assuming landlord risk. This approach allows clubs to focus on service and culture while we manage the housing."

What This Unlocks for Clubs

Turnkey Workforce Housing Solutions enables clubs to invest more deeply in training, culture, and long-term leadership development. The model supports a teaching-hospital approach to workforce development, pairing mentorship and training with stable housing to attract and retain high-potential talent.

This is not short-term lodging. Blue Hour-designed residences provide safe, well-located living environments close to clubs and essential services. Purpose-built communities of hospitality professionals strengthen engagement, reduce isolation, and support consistent performance. Proximity to work and shared professional culture reinforce retention and morale, allowing clubs to become employers of choice in highly competitive labor markets.

"Housing directly protects the member experience," Denehy added. "It underpins service consistency, strengthens culture, and allows clubs to build teams that deliver at the highest level."

As clubs navigate increasingly complex labor, housing, and governance challenges, Turnkey Workforce Housing Solutions offers a practical path forward that protects service standards and the member experience.

About DENEHY Club Thinking Partners

DENEHY Club Thinking Partners is a leading executive search and management consulting firm serving private clubs and boutique resorts. For more than 26 years, the firm has advised Boards, General Managers, and leadership teams on governance, strategy, and talent, completing more than 1,900 executive search and consulting engagements nationwide.

Learn more at www.denehyctp.com.

About Blue Hour Housing

Blue Hour Housing sources, develops, and manages workforce housing properties in markets across the United States facing housing shortages. The firm partners with employers across hospitality, healthcare, industrial, and private club sectors, frequently through long-term master leases that provide stable housing without operational burden. Blue Hour has delivered workforce housing solutions in www.denehyctp.com



Vermont, Colorado, Connecticut, and South Carolina and continues to grow a national portfolio designed to support workforce retention, performance, and long-term employer partnerships.

Learn more at www.bluehourhousing.com.

Learn More

To learn more about Turnkey Workforce Housing Solutions, visit:

www.denehyctp.com/workforcehousing