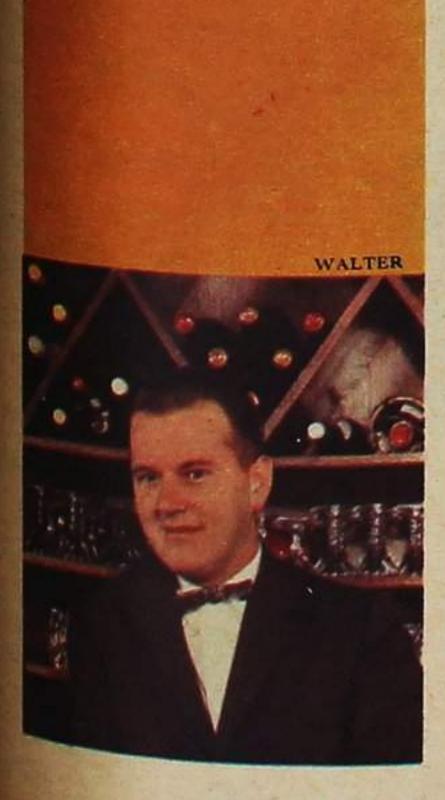


# THE DUNFEY FAMILY



MRS. CATHERINE A. DUNFEY



The Boston Sunday Globe

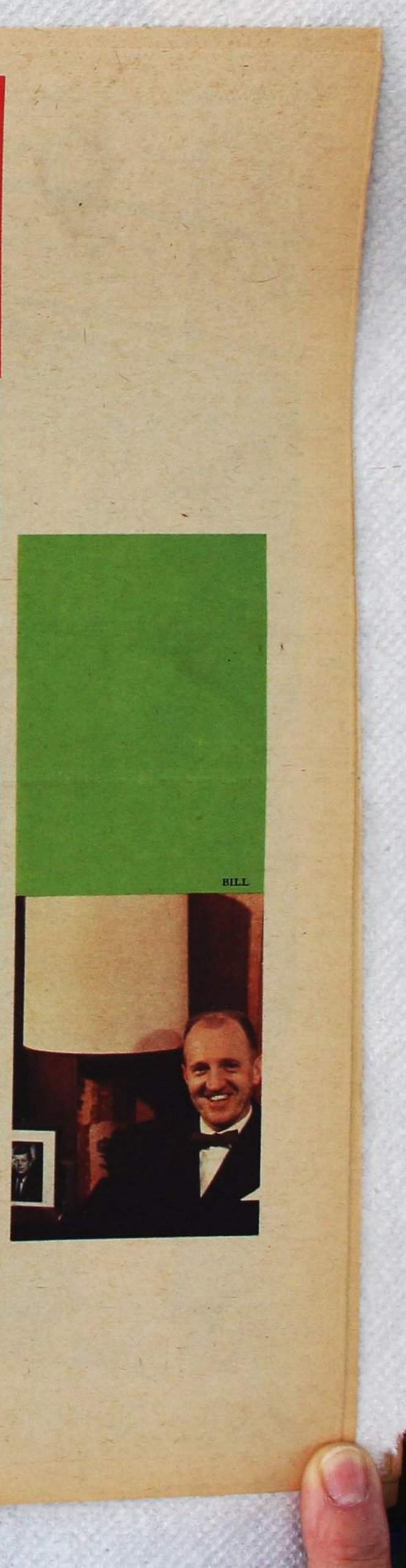
# STORY







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## HE STORY OF OSPITALITY

e secret of the Dunfey family success is as much a New England tradition as apple pie - it simmers down word - "Hospitality."

Consideration of others and a knack for putting people is a family trait with the Dunfeys. It had to be in a of 14, including father, mother, eight sons and four ers. With this background, the Dunfeys have added a dimension - family friendliness - to the usual hospitalassociated with New England inns.

"We've taken the casual approach to hotel living," Jack president of The Dunfey Corporation, explained. want our guests to enjoy themselves, so we've made it to find the extras that will make their visit more t. All businessmen take a certain pride in their opbut we want more than that - we want pleasure for s. And there's no better way to achieve it than by it to someone else."

There's a twofold meaning to Jack's use of the word " Primarily he is referring to the Dunfey family. But he's speaking for more than 800 employees who constitute a of "second family" and who give real substance to the d "Hospitality" in all the Dunfey establishments.

As head of a multi-million dollar business, Jack, a 38old former Air Force pilot, speaks for the company. But matters he yields to the head of the family, Mrs. rine Dunfey, who contributes the mildly conservative int of maturity to their regular Monday-night meetings. Along with Mrs. Dunfey and Jack are Bill, 36, who heads real estate division of the business and conducts manment training programs for all the enterprises; Bob, who manages the Eastland Motor Hotel in Portland,



Evening at the Crackerbarrel Lounge.

The; Walter, 30, now general manager of the Manchester, W Hampshire, properties, including the Carpenter Motor el and the new Wayfarer Motor Inn; and the youngest ther, Jerry, 27, general manager of Lamie's Tavern at Infort, N.H., as well as Playland Amusement Center and Intey's Restaurant on Ocean Boulevard at Hampton Beach. A sixth brother, Richard, a Hampton attorney, conducts a Wate law practice in the Seacoast area and serves as legal ounsel to the company. The other two brothers hold execve positions in Massachusetts – Paul with Raytheon, and by as New England Sales Manager for the Mosler Safe mpany. The four Dunfey daughters are all Catholic nuns in But order of Sisters of Notre Dame. Sister Catherine LeRoy is Bishop Fenwick High School in Peabody, Sister Francesca is ean of Students at Emmanuel College, Sister Julie Francesca Notre Dame Academy in Tyngsboro, and Sister Ann Franesca is at Star of the Sea Convent in Honolulu.





Upper falls at John Goffe's Mill—a special treat for Wayfarer guests.



Walter Dunfey-beginning a busy day at the Carpenter Motor Hotel.



# **BUSINESS IS A** FAMILY AFFAIR

Family happiness for the Dunfeys springs from their tradition of working and having fun together, and this tradition still dominates their activities. It all started in Lowell more than 40 years ago in the first Dunfey family business – a combined variety store and lunch counter opened by the late LeRoy Dunfey in 1918. "It was a family project from its very beginning," Mrs. Dunfey recalls, "and everyone accepted the idea that work could be fun."

Work is still fun for the Dunfeys - it has to be if you stay at it 14 to 16 hours a day, six or seven days a week, the normal routine for the Dunfey brothers. What leavens this routine is their zest for life and infectious sense of humor, particularly evident when they are together. They rib one another unmercifully. And they derive a good deal of quiet amusement from the fact that people continually confuse the various brothers, because there's a strong family resemblance among them-and they sound identical on the phone to a stranger. "Back in Lowell," Bill reminisced, "we would work in pairs. Each morning a couple of us would get up at 5:00 a.m. and walk two miles to the store to open up by 6:00 a.m. We always looked forward to snow storms because they

meant extra business.

"The store was very near the city barns, so the men looking for work shoveling for the city would be down there early. They'd gather in the store until they received orders to go to work shoveling snow. Of course, that was in the worst of the Depression, and many of them could only afford a five-cent cup of coffee – or a cigarette or two. We used to break open the packs and sell them for a penny each.

"Through our early experience in the Lowell store we all acquired the knack of meeting people as a natural part of growing up. What better training could a hotel man have?" But hotels didn't come first. The expansion of the family enterprises began just after World War II, when the family acquired a fried clam stand at Hampton Beach as a summer adjunct to the Lowell restaurant. Although an immediate financial success, the stand failed in one respect-it didn't keep twelve Dunfey youngsters busy.

So the next summer another stand was added, and, before three more "vacations" had passed, LeRoy Dunfey found himself, his sons, and his daughters running six different and assorted eating establishments from Lowell, Mass., to York, Maine.



"Dining in a down-to-the-sea setting" at Lamie's Tavern and Motor Inn, Hampton, New Hampshire.



The famous "for men only" Top Brass Luncheon at the Carpenter Motor Hotel.

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Bob Dunfey, Portland's new innkeeper for 750 roo Eastland Motor Hotel. Upper photo - State of M room at the Eastland.

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The Crackerbarrel Lounge combines Early American atmosphere with good service at all Dunfey Hotels and Inns.





Family groups are always "at home" in a Dunfey dining room, such as the "Tavern in the Town"



A sign of the past, with a new meaning after 200 years!



Mrs. Catherine A. Dunfey - an active woman kept busy by her many children.

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If any single venture set the pattern for future Dunfey family activities, it was the purchase in 1954 of Lamie's Tavern at Hampton, long known as one of New England's finest eating establishments. At this famous landmark they established a central headquarters for their scattered

"It was Lamie's that pulled us back together again as a enterprises. family in business," Jerry remarked over coffee in the new Shoals Room. "We were branching out in all directions, helter-skelter, but when we bought the Tavern we had something solid to build around. In 1958 a new Motor Inn addition was built. And it was our success here that encouraged us to go ahead in the hotel business."

### A CLAM STAND LE TO A LUXURY HO

Meanwhile, two of the boys - Jack and Bill - had enrolled at the University of New Hampshire in Durham so they would be handy to their Hampton Beach operations for lote spring weekends. While in college, Jack learned of an opportunity to buy a drug store on the edge of campus. A quid family huddle was called, and almost overnight the Dunfeys were in business in New Hampshire on a year 'round basis

Most of the University undergraduates never did find out how such a complete change from a drug store to a restaurant was accomplished in so short a time over the Christmas vacation. What the boys did was to clean out the drug store, top to bottom, from show window to back door Then they rushed down to Hampton Beach, grabbed even last bit of equipment from the restaurant there, and moved all into the Durham store. (It was a frantic operation, but when classes resumed the new Dunfey's Restaurant was open for business.)

The day after the University closed in June, the boys we back on the job with their trailer, moving all the equipment the Beach again-pots and pans, dishes, stoves, booths tables, and all the rest. That same weekend Dunfey's Restor rant at Hampton Beach opened for the season.

By this time, Bob, Walter, and Jerry had joined Jack o Bill in Durham. At one stage four of the brothers were after

ing classes at U.N.H. while operating the restaurant. In 1952, the Dunfey family lost its founder. After father's death the boys disposed of the original Lowell prov erty and launched a new period of expansion in New Hamp shire. Their operation expanded to include real estore insurance, five restaurants, a business block, and an amu ment center. The real estate and insurance agency dem oped rapidly and now ranks as one of the largest in the set coast area of New Hampshire.

od means constant inspection y Dunfey at Lamie's Tavern







"Top of the East" — high spot in Portland, with Mt. Washington and ocean views.

It was in April, 1959, that the Dunfey's purchased the Carpenter Hotel in Manchester, but not until November did the new owners feel ready to entertain guests and friends at a special preview of the "new-look" Carpenter Motor Hotel. The reaction was even more enthusiastic than they had dared expect. Visitors found every possible improvement had been made for their comfort and convenience, from a new decor in the bright and spacious lobby to the friendly "Tavern in the Town" dining room and the cozy "Cracker Barrel Lounge"

But managing hotels calls for more than renovating and for cocktails. presenting an engaging personality to your guests. Lack of parking often strangles downtown hotels. Almost as their first act upon acquiring the Carpenter three years ago, the Dunfeys bought and cleared two large parking lots across the street. And that was only the start.

The measure of their success with the Carpenter can be at least partly gauged by the reaction of Manchester's thenmayor Josaphat Benoit, who wrote: "In a few short months the Dunfey Corporation has achieved a tremendous private renewal and redevelopment project in our home town . . . We are indeed as grateful to you as we are proud of your imagination, spirit of enterprise, civic pride, public consideration and gentle courtesy."

If courtesy may be defined as a genuine concern for the comfort of others, then the mayor had the right word. As an illustration, consider the Dunfey creation of the concept of the Wayfarers Club.

"Hotel guests can be divided into two basic groups," Bob Dunfey explained. "Tourists and vacationers represent one segment and the traveling businessman the other. Tourists are out to enjoy themselves and respond favorably to courteous and considerate treatment, but the traveling businessman needs something more.

"When such a guest registers at a hotel, he checks in with all his business cares and worries, together with the family problems left unsolved at home. If you can make that man happy, you've met a real challenge, and you'll never have to worry about entertaining the vacationers."

Thus came the Wayfarers Club - an informal organization of traveling businessmen which has now enrolled over 900 members at the family's various establishments. All businessmen are eligible for membership. When

registering at a Dunfey hotel, they also sign in on the Wayfarers' Chronicle so that friends and colleagues will know they

"The Club affords us an opportunity to get to know our are in town. overnight guests personally," Walter stated. "Instead of having them eat in solitary booths, we reserve the 'Publick Table' in the dining room for them." Whenever possible one of the Dunfeys or a manager will join Club members for

Not only does this practice make friends on a personal basis, it also gives the Dunfeys a first-hand acquaintance with customers' reaction to the hotel-an invaluable asset to a hotel man.

PAGE

### **A THOUGHTFUL** PLAN FOR THE WAYFARER

The Club concept is catching on, too. Other hotels are just beginning to copy it. But the Dunfeys got there first - as they often do. Alterations and new ideas such as the Wayfarers Club stimulated more new development.

Even before the task force of carpenters, painters, plumbers, and electricians had completed their transformation of the Carpenter, the Dunfeys announced further expansion of their hotel operations in the Manchester area.

The brothers had acquired an option on land in nearby Bedford, strategically located at the junction of four major highways-Route 3 (the historic Daniel Webster Highway), the Everett Turnpike from Nashua to Concord, east-west Route 101, and Interstate Route 93, now under construction as the major freeway from Manchester to Boston.

James Chandler, president of the Indian Head National Bank of Nashua, observed, "The construction of the Wayfarer Motor Inn at this new crossroad for New Hampshire is an aggressive step that recognizes our new highway system."

Here a new million-dollar motor inn, the Wayfarer, is now nearing completion. Built on the picturesque site of John Goffe's Mill, dating back more than 200 years, the Motor Inn has been designed to preserve the scenic beauty of its lo-



cation. The original mill, rebuilt in recent years, is being retained and the two dams painstakingly restored. Thus the waterfalls will splash beside John Goffe's Mill as they did two centuries ago.

Recognizing the site as the ideal place for a typical New England covered bridge, Walt Dunfey set out to buy one. The span would lead from the parking lot to the Motor Inn's dining room, "John Goffe's Kitchen." But wherever Walt found a suitable bridge, he also found enough local pride and sentiment to block the sale. Not to be denied, the Dunfey boys finally ordered a new covered bridge to be constructed, true to the old tradition in every detail and specially treated to give the appearance of age.

Despite the rustic decor, accommodations at the Wayfarer will be totally plush. The Motor Inn complex includes five sections, set at different levels to conform to the contour of the land. Each king-sized room overlooks the lower waterfall and the old mill pond. The main dining room and cocktail lounge, housed beneath a great roof, look out upon the upper waterfall and John Goffe's Mill itself. An open-air skating rink, Olympic swimming pool, and cabanas are near the lower wing. For the enjoyment of Manchester area residents, the Dunfeys will introduce a new concept of New Hampshire hospitality in the "Club Carib." Members will have seasonal occupancy of the cabanas and use of all the Wayfarer's facilities, including swimming lessons and a supervised wading pool for children. Meals and beverages will be served on

The Motor Inn was designed by Perry, Shaw, Hepburn, and Dean of Boston, architects of famed Colonial Williamsburg in Virginia, and decorated by Carlton Safford of

The Wayfarer's heavy wood-beam construction presents an unusual challenge to present-day contractors.





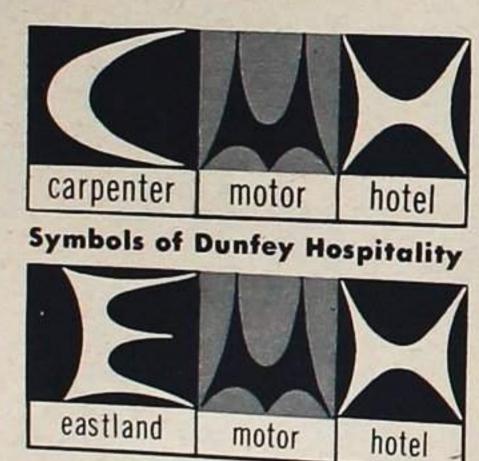
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A new twist for the traveling businessman, The Wayfarer's Club





Family portrait—1952—the only one showing the entire clan. Seated: the late Leroy W., Kay, Eileen, Mary, Mrs. Catherine A.: Standing: Roy, Jerry, Jack, Walter, Eleanor, Paul, Dick, Bob, and Bill.





Planning for the tuture — president Jack Dunfey.

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### **THE DUNFEYS KEEP AN EYE ON THE FUTURE**

"The use of 36-foot beams has not been seen in New England contracting for nearly a century," said Robert Davison of Manchester's Davison Construction Company, on eral contractors for the Wayfarer project. "Public interest da ing construction has been extremely high, and the view of the covered bridge from the Everett Turnpike is a real traffe stopper.'

Before completing the Wayfarer, the Dunfeys were read to expand again. This time it was the purchase of another major enterprise, the Eastland and Congress Square hotels Portland, Maine, with combined facilities of 750 guest rooms

The brothers installed Bob as manager. His most unusua problem - how to remodel and improve on schedule and m inconvenience the hotel's permanent guests. Ordinarily the would be a simple matter, but at the Eastland it took more than a little calculating. There are more than 300 resident who make the hotel their permanent home. These permanent residents have enjoyed the changes at the Eastland and Bob takes extra steps to keep them posted.

Among the Eastland's major facilities are the State of Maine Ballroom, for large banquets and the intimate Cord Lounge for nightly dancing and the completion of a new roof. top cocktail lounge, the "Top of the East," where guests con command a view of southern Maine from the seacoast to the mountains.

"The arrival of the Dunfey family in Portland has had an unbelievable impact on the entire city," declared Halsey Smith, president of the Casco Bank and Trust Company." the process of giving downtown Portland a bright new look ... they have generated a new spirit of enthusiasm in other businessmen, and raised the sights of the entire community to new and better goals."

It is not surprising that the Dunfeys can inspire confidence in the future. Their history gives every reason for confidence. Starting with the clam-stand operated by 11 members of the family in 1946, they expanded in six years to the operation of 12 enterprises with 80 employees. Today there are 800 persons working in the Dunfey operations.

To attract still other capable young men and women to pursue careers in the hotel and restaurant business, the fam ily has established the Dunfey Educational Loan Plan students at the University of New Hampshire and Connecticuts Culinary Institute of America. The need for such a program educational loans was clearly demonstrated by the number of applications received during the plan's first year of op eration.

Despite their faith in formal education, the Dunfeys she believe that there is more to their business than simple economics.

"I'll give you an example," says Bill. "There was a polou shortage in 1946 when you couldn't buy a single French-In anywhere at Hampton Beach. A farmer from Maine had sup plied the Lowell restaurant where we had our only pototo peeler. We peeled the 700 pounds, I telephoned my brome Jack at the Beach. He flew to Lowell in his war surplus plane we loaded the potatoes, and flew back to Hampton.

"That night we had the only French-fries on the Beach Five hours later, they were all sold out, and we sat down w enjoy our triumph - only to discover that with all our traveling we hadn't made a dime on the deal. But, you know, we'd do the same thing again today. We won a lot of satisfied cur tomers that night, and a satisfied customer stays with you the years. That lesson was more valuable to us than the profit w might have made."

Pride in their family, and pride in those who work with them is revealed in Jack's comment, "We have been more fortunate in developing a very capable staff-they have given us confidence to extend far beyond what we could po sibly do ourselves."

The aim of the Dunfey family in business is the same of their goal in their private lives. In the world of business is called good will; friends and guests of the Dunfeys refer it as "Dunfey Hospitality."

### to our friends

No story that attempts to describe our v and its business operation could have real meaning without proper referre to the many business firms and assothat have helped us with good oduces, good services, and more im-- good advice.

We have always recognized this twony relationship with our many friends who ervice our operations day in and day out. We enjoy good friends and appreciate their

> Sincerely, THE DUNFEY FAMILY

> > Portland, Maine

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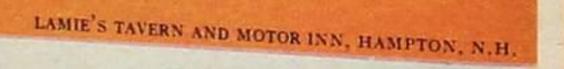
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