

[Printed Letterhead: Henry G. Parkhurst, Inc. / Eleven Hill Street – Newark, New Jersey

March 16, 1938

*[NOTE: Underneath the date, someone has written in large penciled characters]:
Market 2 – 1735)*

Mr. Frank Amos
c/o Maxon, Inc.,
570 Lexington Ave.,
New York City.

Dear Mr. Amos:

In order to focus discussion, I am writing my thoughts on this alcoholic work. I do hope that it will be understood that these are my personal opinions and that whereas one of our strengths has been open minded discussion of procedure, any course of action decided upon will have my full cooperation.

One of the most intriguing parts of this work has been the lack of professionalism and the unselfish, self giving that has characterized it. For that reason, I would suggest no acceptance of financial gifts from any but those who have received direct benefit. Under this head would come individuals and companies who had directly benefited.

There has been generously offered to us a certain sum of money by people who would benefit only on a humanitarian basis. I think that we should be deepful *[sic]* thankful for this offer; however, that it should be accepted only as an 'advance' to a fund that is going to lend assistance to a work that is proceeding *[sic]* on an experimental basis. This advance to be withdrawn by the donors when and if the work becomes self supporting.

In my mind we are trying to form a pattern through trial and error that well might be followed later on a national basis. This endows the decisions that are made at this time with grave responsibilities. There are possibilities of insincere or irresponsible people using this work as a veritable weapon of prey on people or foundations of wealth. Too many works with inherently powerful possibilities have been destroyed by lack of foresight into human nature.

I would suggest that a disinterested party, who is not an alcoholic, who is honest, and who has business acumen, be set up as administrator to the money to be know as The Fund. The people or companies who had had direct benefit to be allowed to contribute. These contributions to be on a strictly secret basis with the administrator. Under no circumstances would amounts or details be made known to any but the administrator and to the auditor. That no one engaged, or who had benefited ever be called into consultation as to disbursements after a general policy had been established. I make these suggestions in order to forestall jealousies and political possibilities. Personally, when I make any

contribution, I want to feel that some of God's money has been returned, and that it will be used as He directs.

[Page 2 with header]:

-2-

I would suggest that three men initially be given access to the fund. These men to spend that part of their time that seems right toward co-ordinating this work. These men not to feel called upon to make reports or be pressed to show results. These men not to feel that they are drawing a salary, nor to feel that they had a permanent responsibility to carry forward the work on a full time basis. It might be that a man well fitted to the work would be guided into gainful occupation, in which case he would become a contributor instead of a distributor of funds. We cannot overlook that these men could be chosen by the people who had benefited and that they would carry our full trust as to their judicious and honest treatment of money which they distributed.

I use the word distribute after thought. It is not used with the thought that they would distribute funds, but that in the course of co-ordinating and distributing the work, certain money would be necessary to their daily expense. This would remove them from any stigma of receiving charity or professionalizing their work.

I would suggest that these men, when in need of funds, call upon the administrator for them, being subject to his counsel. I believe that it would work out that in cases of unusual request, the co-ordinator would wish to draw together a team of men who had benefited before making his requests.

Possibly these suggestions may seem to 'make for' loose organization and administration; however, I believe that the most fragile and valuable part of this work is the confidence that the power above us is guiding and helping. To allow human rules and organization to enter too much might tend to close the avenue of this guidance.

As I said at the beginning, any suggestions contained herein are personal.

Sincerely,

Henry G Parkhurst *[signed in black ink]*

HGP:RH