

when few men tipped, Carl would say to Galloway, "Here's ten cents—buy yourself an automobile." On Saturdays Carl would give him a quarter.

Once he asked Galloway how much Pop paid him. When told it was six dollars a week, Carl said, "Six dollars! I'll give you ten. Come over to my house and clean up, because my mother's coming back from a vacation and the place looks like hell." In those days ten dollars a week was a magnificent wage. Pop lost a waiter that day, and Carl and Galloway began a relationship combining service and mutual devotion that would last over thirty years.

That was typical of the way Carl hired men. His business methods were always unique, and often odd. Once he raised Galloway's salary to thirteen dollars, but hastily amended, "That's unlucky—I'll make it fifteen." He kept a suggestion box in his automobile shop and any employee turning in a good suggestion received a raise of a dollar a week. For an idea put into operation, the donor was given a monthly increase of from five to ten dollars.

Over Pop Haynes' tables, Carl and his speed-conscious friends talked eagerly and drew plans on the tablecloths—while Pop complained bitterly of the laundry bills. Carl sketched machines, wheels, sky ships and speedboats. Once he drew an oval on the cloth. He said, "Here's the racetrack I'm going to build right here in Indianapolis. It's going to be a testing field for all the automobiles in the world. It's going to be the automotive laboratory of America."

That pencil sketch within a few years would become Speedway, bursting with spectators, roaring with the cries of excited thousands while men shot on wheels around an oval track. It stood across the road from the great factory where Prest-O-Lite tanks were filled with gas, source of the Fisher millions. And Prest-O-Lite and all that it represented was, according to Carl, a matter of luck.

A great deal has been written and said about the Fisher luck. Carl himself believed in it. "Time and circumstances have a lot to do with all that happened to me, but luck played the biggest