

tragedies secret. When the Bayonne, New Jersey, plant blew up, a wire was sent: "Bayonne gone at ten-thirty." When the entire plant exploded in Omaha the message was: "Omaha left at four-thirty." One of the tanks that blew out in the Omaha factory did not explode until after it landed in a boat. While they were hunting for it, it burst and "blew up the entire countryside." Eventually the tanks were made safe by asbestos linings, on the same principle that would later be utilized in cigarette lighters.

Carl traveled all over the country during these years, choosing sites for the branch factories, rushing to scenes of tragedy, rebuilding and rehabilitating, quieting personnel. Jim attended to the business details in Indianapolis. Carl, as road representative, was on trains two hundred nights a year.

The partnership was perfect, because Carl and Jim were such exact opposites. Jim was quiet, cautious and precise. Nothing ever excited him. Once I ran all the way over the fields to his estate which was next to ours at Blossom Heath, panting with exhaustion, to scream to him that his barn was on fire. I had seen it from my windows. Jim was sitting on his porch. He kept on sitting. "So it is! What can I do? Let it burn."

Men respected Jim Allison, but they loved Carl. Carl was volatile and gay, but cool and determined in business. He really did not show his feelings very much. He seldom spoke of his own personal affairs, but he was interested in everyone else's. He took a personal interest in the affairs of all who worked for him. He had respect for their rights and their ideas. He once said: "I have a great many men working for me who I consider have more brain power than I have, and I always try to get this type of men to aid me. It pays well in any sort of business to know all your employees, from the truck drivers up—and to stick by them in any sort of trouble."

The great mother plant of Prest-O-Lite began when Carl and Jim bought a four-hundred-acre farm outside Indianapolis and started building Speedway. To the excitement of founding a racetrack was added this additional creation of a plant that was to be the last word in modern factories. It was the first "sun-