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ORAL HISTORY



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ROY P. DRACHMAN
1906 - 2000

1997
Innovator in Commercial Real Estate
Tucson Civic Leader



The following is an oral history interview with Roy P. Drachman (**RD**) conducted by Zona Davis Lorig (**ZL**) for Historical League, Inc. on April 19, 1996 at Mr. Drachman's Tucson office.

*Transcripts for website edited by members of Historical League, Inc.
Original tapes are in the collection of the Arizona Historical Society Museum Library at Papago Park, Tempe, Arizona.*

ZL: This oral history interview is being conducted with Mr. Roy P. Drachman in his office in Tucson on April 19, 1996. Mr. Drachman has recently been named a 1997 Historymaker by the Historical League from the Central Arizona Division of the Arizona Historical Society. The interviewer is Zona Lorig.

RD: Thank you very much. I feel highly honored to be cited that way. I think it's great, and I appreciate it very much.

ZL: You're a native of Arizona and also of Tucson. Would you share when and where you were born and something about your family background?

RD: I was born in Tucson at home at 233 South Main Street on July 31, 1906. My two brothers, who followed me, were all born at home, which was in an old adobe house that my grandmother had lived in. It was the last home that she owned and lived in, in Tucson. My father, who was her third child, Emanuel Drachman, had been born in Tucson on August 1, 1872. He was the last of the children that were still living at home with her; and when he married my mother in 1905, she moved in with him and his mother. My grandmother continued to live with the family for about three or four years until I was a small child. I don't remember her being there then, but I did get very well acquainted with her later. I went to the Coast and spent about eight months with her when I was nine years old. My health was bad and they thought I should go over there. So I lived with her in Santa Monica, California.

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ZL: So she moved to California?

RD: Yes, she moved to California because of her children. She had ten children. Nine of them were born here in Tucson. One of them was born in San Francisco when she was up there. Her name was Rosa Katzenstein and she had come to Tucson in 1868 from Baltimore where she was born. My grandfather, Phillip Drachman, had gone east looking for a bride. He, through a relative in New York, met my grandmother in Baltimore, and after a short courtship they were married. Then they left by steamer to go down to the Isthmus of Panama, and the name of the boat that they went on was "Arizona." Then they crossed the Isthmus of Panama in horse drawn wagons. They took a boat to San Francisco. Then they went back down to Los Angeles by boat and from there to San Bernardino where one of my grandfather's sisters had located and married a man by the name of Hyman Goldberg. The Goldberg family was a well-known family in the Phoenix area. They had a store there. Chet Goldberg, Junior is still around, and he was the grandson of the Goldbergs. His grandmother was Mrs. Hyman Goldberg, and she was my grandfather's sister. So, he and I are distant cousins.

My father lived in Tucson all his life. He was the third child and he went to local schools until he went into the fourth grade. His father, Phillip, died in 1889. He quit school and had to go to work. My grandfather, Phillip Drachman, had come to Tucson in 1854, went through here, was here for a short time, and then moved back to Tucson either in 1860 or 1861. I have a census and it has his name listed. My grandfather, Barry Goldwater's grandfather, and Barry's great uncle, Mike, came from Poland together.

ZL: Did they know each other in Poland?

RD: Yes, apparently they did, because they came together on the same ship. My grandfather, when they arrived in New York, went to work for one of his relatives in Philadelphia. The Goldwaters came on around to California. Not very long after that, a year or so later, my grandfather went by boat around the Cape of South America and came to California. They were together in California. Then my grandfather, after marrying my grandmother in New York, settled in Tucson and their first child was Harry Drachman. His godfather was Mike Goldwater, and Harry Drachman claimed to be the first white child born Arizona. I don't know if that is true.

ZL: Did you substantiate that?

RD: No, and I used to argue with him about whether it was right to say a white child or an Anglo child. He insisted, I remember one time particularly when we were talking about it, that he said the white description was right because, "If I was down in a field with a bunch of Mexican workers and somebody said, go down and get the white man, who would you come and get?" And I said, "Well, I would probably come and get you." "Well," he said, "That's makes my point." "Yes, it does," I said, "But I think it would be more



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graceful if you were to say”But in those days . . . this was back . . . he died in, I think it was 1951. We didn't have the sensitivity that we now have about the colors of the races, but nevertheless, he then took the name of Arizona for his middle name. He had had no middle name. So he was known as Harry Arizona Drachman and Harry A. Drachman. He was in the shoe business. He and Moses Drachman, his younger brother, were my uncles. The three men, Harry, Moses and my father, were the three oldest children of the ten. When my grandfather died at the age of 56 in 1889, all three of them had to quit school and go to work. So they tried to help support the family. I admire my grandmother raising these children in Tucson without benefit of indoor plumbing, running water, air conditioning, ice. In fact, the only home that she ever lived in that had a wooden floor was the home that she lived in where I was born. All the rest of the homes had dirt floors. I remember all the adobe houses across the street from our house on Main Street. There were four or five of them and I was in every one of them at one time or another. They all had dirt floors as there was no lumber here. The big trees up in the mountains, Mt. Lemmon up towards the Catalinas, or down in the Santa Rita Mountains, they had no way to transport those logs. They were so terribly expensive if they got some they would use them for the rafters in the buildings, but not for the floors. So that's the way the homes were built.

ZL: What did your father and his brothers do to earn a living?

RD: Well, my father went to work. My grandfather had been in the hauling business. He had teams of mules, and he'd hauled material from Yuma by freight wagons from Yuma to Tucson to Lordsburg, New Mexico. That was the area that he covered. Then on top of that he had a local hack service, or buggies. My father when he was going to school . . . I remember, one of his teachers told me that he would leave school sometimes and be excused so he could go take care of the horses. The horses had to be fed and watered. So he was doing that while he was in the second, third and fourth grades. Then he quit school. When his father died he had worked around there so he did that. And Moses Drachman, why, I don't know exactly what he did. But Harry Drachman worked for Steinfeld's department store, grocery store and then in the clothing and in the shoe store. Then he opened his own shoe store later on, quite a few years later; but they just worked doing whatever they could. Then the girls, when they got to the point where they could get a job and earn money, all went to work and helped support the family. Tucson was a small town. My father said he remembered there were about 2,500 or 3,000 people here when he was born here. It was a wide open town. Gambling and everything went on for many, many years. It was a struggle. Phillip Drachman came to Tucson and was followed by his brother, Sam Drachman, who was also born in Poland. He survived and lived longer. He died in 1910 when I was four years old, but I remember him. I remember seeing him one time when he had a cigar store and a pool hall and was quite a character around town. My father, grandfather, and his brother were Jewish. Sam Drachman was the only one that worked at it or continued to be interested in it; but for some reason or other my grandfather, Phillip, didn't follow it closely. Of the ten children, not all of them got married, but most of them did. Only one of them married a Jewish person and that was the oldest girl, Rebecca, who moved to New York and married a New York man by the name

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of Sol Breslauer. But there were Jewish people here.

ZL: Was your grandmother Jewish?

RD: Yes. She was Jewish. She was born in Baltimore, but she never worked at it either. There was on the door a mezuzah, which was a little instrument that is on a door they went in and out. There was supposed to be a Jewish prayer in there; and when they went in and out they were supposed to kiss the thing. I remember the mezuzah on the door when I was a youngster, but I never remember seeing anybody recognize it. My father never did and none of the family did that I knew about.

My father later was in the Spanish American War and a lieutenant in the Arizona Militia. They called it militia then, when militia wasn't a dirty, four letter word. It was like a National Guard.

ZL: Was he under Bucky O'Neal?

RD: No, Bucky O'Neal I think was in the Rough Riders, wasn't he?

ZL: Yes.

RD: Well, my father was not in the Rough Riders. Sam Drachman's son, Saul Drachman was in the Rough Riders. But my father was a lieutenant in the Arizona Militia. They were commissioned and sent down to Athens, Georgia when they were training to go overseas to go to Cuba in the war; but the war ended rather quickly. It wasn't a very long war and so they never saw action. The Rough Riders did, of course, but not the Arizona Militia. Then my father came back and went to work for the Southern Pacific Railroad. In fact, he worked there before the war. He worked in a blacksmith shop and he developed into a very husky, very strong man. He was a great baseball player and loved baseball. He started playing on a town team when he was thirteen years old. He was pretty good sized for his age. Baseball was an important part of his life and they played it here year around. In winter time a lot of the big league players would go to Mexico and some of them would come up here and play, I guess, the Tucson teams.

ZL: Where did they go in Mexico?

RD: Well, they were in Cananea.

ZL: Down by Bisbee?

RD: Yes, below Bisbee. There were a couple of other towns, Caborca . . .



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ZL: In Northern Sonora?

RD: Northern Sonora where they played on the town team. I guess a mine team employed them, and they played against the Tucson team. The old timers told me it wasn't important who won the ball game; it was who won the fights after the ball game (laughter). My father was involved in all kinds of fist fights after the game and he was quite a scrapper, I guess. I heard some very, very interesting stories about some of the things that he did. Then he went into the Elysian Grove. It was a park and he and a man by the name of Nat Hawk bought it, and changed the name to the Elysian Grove and operated it from about 1903 until 1915. In 1904 he had an airdrome there and he built a pavilion which was like a big Quonset hut. He had skating and had hardwood floors. He had dances and a skating rink. He had a big, automatic music box, and I wish I had it. It would be worth a million dollars today (laughter) because it was a relic; but it played a lot of band music, music of the day, and my mother was a singer. She was born in Paris and came to this country with her family when she was very young.

ZL: Where did they settle?

RD: They settled first in New Orleans. Then they moved to California and they were living up in Alameda, California in the Bay area. When her mother died, she was eleven years old and she had a brother. They were Catholics, so her father put her in a convent. She stayed in a convent for several years. She had a fine voice and became a professional singer at the age of eighteen, and was booked by a booking agent in Los Angeles to come to Tucson to the Elysian Grove to sing. That's how my father and mother got acquainted. Then she came back the next summer because the Grove would just operate in the summer with entertainment because in the winter time it was usually too cold. So she came back in 1905 and they got married. I was born in 1906.

ZL: Tell me a little bit more about this airdrome.

RD: Well, the airdrome was like a theater but didn't have any room for sides to it.

ZL: And what was the floor?

RD: The floor was dirt and they had benches. The thing was about 50 feet wide and had a fence on both sides of it so people couldn't just stand outside and enjoy the entertainment (laughter). The front had a couple of booths on each side where they sell popcorn or candy, or other things. There was an entrance and a box office; up above the box office was a projection booth where they had the spotlights for the acts. My father brought the first motion picture projector to the state of Arizona. They ran movies there and they had a stage at the other end, which was about sixty or seventy feet away, with the benches across. There was an aisle down the middle and aisles on each side, and they had a stage and there were footlights. I



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remember this very well as a youngster because I spent a lot of time down at the Elysian Grove with my father. We lived just one block from the Elysian Grove. When I got home from school, I just walked down there and I knew all of the people that worked there. He had a beer garden there and a saloon beer garden. He had the baseball diamond at the back and they had picnic grounds.

ZL: How many acres did this cover?

RD: There was thirteen acres, and it's now the location where the Carrillo School is, and the Carrillo School has been there since 1918 or '20.

ZL: So what's the address of that?

RD: Our house was at 233 South Main and this was another block, so it must have been in the 400 block on South Main Street, on the west side, and it ran down towards the Santa Cruz River. Later a railroad, the El Paso and Southwestern, was built and it was just beyond the Elysian Grove, I mean just a hundred feet from that road.

ZL: It must have been a wonderful entertainment venue for Tucson.

RD: It was. It was a very popular place where people would gather. They had a dance hall. He had the first swimming pool in Tucson there and he had a very fine well where a lot of water was available. The city later bought the well and used it to supply a portion of the city with water. The Elysian Grove was very popular until prohibition came in 1915. And when that happened the beer garden was done away with. That was the end of the Elysian Grove, and he closed it.

ZL: Did your mother perform after she married?

RD: No, not professionally, she did not, but she used to sing in groups, I remember. During the World War I, they had group of women who would go around and sing at meetings trying to sell bonds or raise money for the Red Cross and different things like that.

ZL: So community spirited?

RD: Yes, she did some of that, and she sang at home. I remember she used to sing a song, "I Never Raised My Boy to be a Soldier." It was a song that was popular just before the World War I, because there were a lot of pacifists who didn't want us to get in. I remember when President Wilson ran for office a second time. On his poster they had a big picture of him and the main line was, "He kept us out of war." But he was elected in 1916 and in April of 1917 we were in the war. My father was chairman of the Democratic



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Party at that time. I remember my brother and I put out posters around the town in the barber shops and the stores, taking these posters of President Wilson around, helping him. My dad was the chairman, so we got paid, I think, fifty cents a day.

ZL: What teams played baseball in the park? Just local teams?

RD: My father managed the teams. There were several teams here. There were the Groves, as they called themselves. The Elysian Grove team that my father managed was made up mainly of Mexican ballplayers. There were more Mexican ball players than there were American players, but there were a few Americans on the team. The Southern Pacific Railroad had a team. There were teams from Cananea that came up here as well as teams from Bisbee, Tombstone and Phoenix. They would all come up here and play. And then in about 1914, there was a league called the Border New Mexico, and I think Globe-Miami had a team. The Globe team used to come down and play here. Then Bisbee-Douglas had a team. There were about six teams. And I remember I used to get out of school and I would go right down there. They'd have a few games in the afternoon. Of course, they didn't have night baseball in those days.

RD: It was professional team, and it lasted for not even a full season. But I remember it very well as a youngster. Baseball was usually an amateur game here. There wasn't much else going on in the town. They would have a lot of foot races and horse races and things like that to amuse themselves. They'd have foot races and would bet on them. Of course, the town was wide open until about 1915. Prostitution was legal. There was a red light district near where we lived. There were 220 prostitutes in what was called Gay Alley. It was on a street called Sabino Street. There were three madams that lived at the end of the street. I remember they lived in a two story building, and we used to walk to school right by this red light district. They finally thought we youngsters should be protected and they built a kind of a fence, not with a gate but a screening kind of a fence so people could walk around it if they liked. But they were trying to protect us kids.

ZL: Now, were there restrictions? I have heard that in Prescott when prostitution was wide open up there the prostitutes were not supposed to be seen on the streets in the daytime. Did Tucson have that kind of restrictions?

RD: I think that's true. I think that's right. I think they used to do what they called sit in their windows. Men would stroll up and down the street and see somebody that appealed to them. I guess they'd knock on the door and go in and do some business with the gal there. Yes, I think that true. They were confined to that area.

ZL: When prohibition came in, did that . . .



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RD: Well, about the same time. I'm not sure about the exact dates. But they both went out of business about the same time.

ZL: Now, after the Elysian Grove closed, your Dad opened a movie theater.

RD: Yes. My dad then had a friend from Mexico by the name of Ben Goldsmith. He was a German from Germany. He lived in Mexico, as many Germans did. There were a lot of Germans who went to Mexico like the Ronstadts, and a lot of others who came to Tucson. Goldsmith came up and had a few dollars, I guess, because my father didn't have anything. They built the old Broadway Theater down on the corner, the southwest corner of Stone Avenue and Broadway. It was a tin roofed building. It was the cheapest kind of construction you could imagine with no air conditioning, of course. It had a tin roof and of course, it was hot. I remember my dad built a pipeline on the ridge of the roof. It was a sloping roof, and down the middle they put a pipe with sprinklers, like a lawn sprinkler. And then the sides of the building could be opened at night and so there would be some air blowing through there. And then, when they'd turn on the water, it would cool the tin and run down and drip along the sides of the roof and . . .

ZL: The original mist system.

RD: Yes, a little bit. The automobiles that people had didn't have windows that you'd roll up. They had isinglass windows of material that was under the seats of the automobiles. When they would hear the rain and the water on them, some of them would come out thinking it was raining and they'd rush out to go their car to put up these isinglass windows. Of course, when they came out and they saw it was perfectly dry outside, they got accustomed to that. I remember as a youngster seeing them come out. He opened that theater in 1915, and my brother and I used to put out handbills around town on Saturday and Sunday advertising the shows of various . . .

ZL: What were the shows?

RD: They were motion picture shows with Douglas Fairbanks, Tom Mix, Wallace Reid, Jack Hoxie; and some of Mary Pickford, and those old timers in silent movies like Lillian Gish. And I remember there was a picture regarding the Germans when they were threatening the United States. The Germans had made the statement that they had, I forgot how many, 50,000 German spies in the United States that wouldn't allow the United States to have any secrets that they didn't know. I remember a man by the name of Girard who was the Ambassador who said, "Well you've got 50,000 German spies in America, and we got 50,000 lamp poles where we're gonna hang 'em." It was in the movie. There was a movie called, "Over the Top." It was a war movie which came out before the war started, and I remember there was a fellow by the name of Guy Empey, who was the star of the movie. The movie was called, "Over the Top," which was over the top, over the trenches. But there were those kinds of movies, and there were a lot of Western movies, of



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course. And then, after that, my father took over the Opera House and . . .

ZL: Now, what kind of entertainment did they have there?

RD: Well, the Opera House was a regular theater. It had a stage and had dressing rooms underneath. It had music. It had an orchestra pit, a projection booth, and it had a balcony: it was regular movie theater built by the Grosetta family. My father had leased it when it was first opened, and then he had left it and gone down to the Grove. After the Grove went belly up, why he and Ben Goldsmith, who had the Broadway Theater, took over the Opera House. A man by the name of Joe Scotti had been running the Opera House in the interim, and he had moved on up to Albuquerque. I was working in Albuquerque when I was in the theater business, and I went up there one summer. I saw him again and visited with him. He was a much older man than I, but I got to know him quite well. They had the Opera House. Then they had the Rialto Theater, which was a newer theater up at the east end of Congress Street, which had been operated by Rickards and Nace from Phoenix.

ZL: What were the men's names?

RD: Rickards and Nace. They were well known in the early days here. They had theaters around this state in several communities. They had operated the theater, but they were having a hard time with it. When the Rialto was opened, my Dad had bought a very expensive organ for the Opera House which cost him \$18,000. I remember it was a Robert Morton organ that was installed in the old Opera House, and Robert Morton, the man who built it, came down here. I remember him with an interest in working there with the organ. My Dad was a great promoter, and so they made it tough on the Rialto Theater. Rickards and Nace finally came down. My Dad and Ben Goldsmith formed a partnership and they ran the Rialto Theater. The theater was built, I think, in 1921, and they took it over in 1922 or '23. And in 1925 I quit school and became the manager of the Rialto Theater when I was 19 years old.

ZL: Because your dad became ill at that time.

RD: Yes. He became ill. The doctor told us he wouldn't live more than 30 days, but fortunately he lived for another eight years. But, in the meantime I was a sophomore at the University and when they told us on Thanksgiving Day that we'd be lucky if he'd live until Christmas Day, I quit school and I never went back. I went to work on November 30, 1925 and I've been working ever since (laughter). That's seventy years ago.

ZL: A long work career.

RD: Yes, that's right.



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ZL: When you went to work then, you just kind of took over for your Dad in the management of those theaters?

RD: Well, of that one theater. Ben Goldsmith, his partner was still around. He was more of a silent partner, very nice man and very kind guy. Then my brother, Frank, quit school the following year and became manager of the Opera House.

ZL: Frank was what, a year younger than you?

RD: He was seventeen months younger than I, yes. That's the early part of my life. I went to high school and played baseball. We won the state championship in 1924. We beat Phoenix in a final game.

ZL: Now this was a town team?

RD: No, this was Tucson High School.

ZL: Oh, this is Tucson High School. Okay, let's go back just a little bit to your elementary school experience.

RD: I went school at the old Mansfield School, which was located just south of where the Safford School is now. There was another junior high school built on the east side of town, kind of far out at the time. It's right across from where the university is, and it was called the Mansfield School, and so they changed the name of this school to part of the Safford School, on the same block. It is still there.

ZL: And what street is that on?

RD: That's on South 5th Avenue and 14th Street, between 13th and 14th Street. I went to the old Mansfield School and started in 1912 as a first grader. My cousin, Byron Drachman, who was just six weeks younger than I, went to school in the first grade together. Then we went all through grade school and to high school together. We went to Mansfield School for three years and then we moved into the Safford School. They called it the old big school. It was a red brick two story school with a belfry on the top. It was a big school. When we were in the fourth grade, that summer, there was a bomb put under the Aros house. The Aros family was a well-known, Mexican family here and somebody tried to kill them and the family. They set a bomb under the front part of the house. Fortunately for the family most of the blast went out instead of in towards the house. It did wreck the house, but nobody was seriously injured. It did break the windows in the old Safford School. It shook the school so badly, which was about a half a block away, that it caused a crack in the wall on the corner. We were in that second floor room. The engineers

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determined the school could operate for that year. They put up heavy timbers to prop up the wall and we went to school there for the year. Then they tore the building down. The next year we all had to walk across town to the old Roskrug School. We had to go over there for a year while they were rebuilding the Safford School. When they tore the Safford School down, it was red brick and the bricks were covered with mortar and plaster, They employed a bunch of us. I remember I went to work. I was nine or ten years old. Several of us boys had Boy Scout hatchets. We would clean these bricks and knock the plaster off. We were paid a penny a brick. We did that all summer. We each had our own little stack of bricks where we'd pile 'em up. I remember I had over 3,000 bricks that I'd cleaned. So I ended up by getting a check for \$30, money for 3,000 bricks. It was a lot of money (laughter). Then they used those bricks to build the Safford School that's there now.

ZL: In the schools in Tucson, did the Hispanic children go to school with you?

RD: Oh, yes. There was never any segregation of Hispanics at all.

ZL: Because in some cities in Arizona, there were separate schools which just surprised me greatly when I learned that.

RD: Yes, well, that did not happen here because the Mexicans here were predominant. There were more Mexicans than there were gringos for many years, so there was never any question about them all going to the same school. Some of my best friends were Mexican kids that I went to school with. Then we lived down on Main Street until 1916, I think. When I was nine or ten years old, and we moved from there up to another house on South Stone Avenue, which was more in the American district than down on South Main. There were three other American families that lived within three or four blocks. On Main Street there was the Atkinson family across the street from us, and the Scott family, There was a man by the name of Thomas, who lived in a house north of us. All of the rest of the families were Mexican families and Mexican kids that we played with and grew up with. Some of them were my true, lifelong friends.

ZL: Now, there was only one high school in Tucson and was that pretty large at that time?

RD: Well, there were about 400 kids in it when I went to high school. Then we got up to 600 by the time we finished, and when our class graduated it was the only high school in town. There were 142 seniors in our class, and I'd say half of them were Mexican kids, but good kids. We were all good friends.

ZL: And you played baseball?

RD: I played baseball, and during the time we were in high school, I think it was in my junior year, there were three black youngsters that were admitted to school, but they hadn't been allowed to go to the high



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school. There was Booker T. Washington segregated black school. I guess they taught some high school classes there because they weren't in high school until about 1922 or '23. I remember, there was a boy by the name of Teddy Preston and Rufus Flewellen, and his sister, the Flewellen girl. I've forgotten her name, but the three of them were in school and we got to be lifelong friends. Rufus and Teddy Preston and some of his family are still here, and we were good friends. But the grade schools were segregated for many years after that. My cousin, Oliver Drachman, was president of the school board for a period of about ten years. During that time, one of the things he was most proud of was that he was able to have the school system become completely desegregated.

ZL: What years did that occur?

RD: I would say that was about the 50's, the late 40's and 50's, about the time of the war.

ZL: After WWII?

RD: About that time, yes.

ZL: When you were a senior in high school, your team won the state championship against Phoenix?

RD: Yes we did. We were very proud of that. Then I went to the university and I was on the team, on the squad. But, they would not let freshmen play in those days, so none of us could play; but we would practice with the team every day. And we were on the roster. And I have a picture of all of this, including Button Salmon. He was kind of an historical figure at the University of Arizona He is the man who told the team to "Bear Down", which has become the motto of the University of Arizona athletic teams. I knew Button Salmon. His sister is still alive in her 90s and lives in Los Angeles. Her name was Clyde. If you can image that for a girl but we all called her Babe. She married a fraternity brother of mine by the name of Howard Lockey who used to play the piano in an orchestra at the Blue Moon. They lived in Los Angeles most of their married lives. We are still close friends and keep in touch with them.

ZL: Somewhere in here you played semi-pro ball.

RD: Yes, I played semi-pro ball after that. In fact, in my junior year of high school was a pitcher on a team and a short-stop; and I was offered a job up at Hayden, Arizona to play for the mill team. They had four teams at Ray, Hayden and Winkleman and I played on that team.

ZL: So you went up there and lived there during the summer?

RD: Yes, I lived there during the summer and I had a job as a painter: A paint-flunky, working in the paint



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shop, doing different jobs around the mill. I did that for about a month or so and then I got a job as an overhead crane operator. These cranes would move back and forth in these long mill buildings to pick up things and transport them. It was a fun job. Everybody envied me having that job being way up in the air there and running this crane up and down. The baseball park there in Hayden was cut into a hill and the fence and center field went over the top. So it was very high. I said to some of the players about the first day or so, "Gee does anybody ever knock a ball over that center field fence?" And they said, "Well not last year but, the year before somebody did." Well, the first fellow I pitched to knocked one over the center field fence! And, I have never forgotten him. His name was Bracamonte. So, I got an initiation. But, I struck him out the next three times in that game. It was fun. I had a lot of fun up there.

ZL: What kind of a hitter were you?

RD: Well, I was not a very good hitter. I wasn't much of a player really. I was a semi- pro player because there was really nobody else around. I played on the Southern Pacific team, the town team. It was the best team in town. There were two gringos on the team: one fellow on the team by the name of Joe Wagner who was a second baseman and I was a shortstop. The rest of the players were Mexicans or Indians and we were all close friends Some of them are still friends. Practically all my old friends are dead. But, we were friends for many, many years. I enjoyed playing with them. We played Bisbee, Nogales, Douglas and Phoenix teams. We traveled to Globe. We traveled around.

ZL: What did you travel in?

RD: Buses or cars.

ZL: Now, you managed a team in Southern Arizona one time.

RD: Yeah, I managed a team here in Tucson. We had a semi-pro league and I managed the Grays--we called them the Tucson Grays. And the Elks had a team and I played on the Elks team. I played primarily on the Southern Pacific Railroad team most of the time. But that was a very short career, although I did play baseball until I was 27. I had gotten married when I was 20. As I say, I wasn't much of a ball player. I had a great desire and a great interest in baseball, but I wasn't very large and I wasn't fast. I didn't have much talent.

ZL: So, you continued to manage these theaters and then about two weeks before the crash in the Great Depression, you sold them.

RD: Well, my father did. My father . . .



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ZL: Oh, he was still living at that time?

RD: He died in 1933. But, I think it was September the 30th of 1929, the newspapers carried a story that the theaters had been sold. My father had sold his interest; and Rickards and Nace were also partners and sold their interest to the Diamoses, a Greek family who had a theater here. There were three movie theaters in Tucson at the time: there was the Rialto, the Opera House and the old Lyric. They owned the old Lyric which was a second-run theater. And they owned theaters in Nogales and Douglas and Bisbee.

ZL: Now the Broadway closed by this time?

RD: The Broadway had been closed by this time. But, the Diamoses were competitors and later, as I got older, we became very close friends of the Diamoses family. George Diamoses and I were in college together. He was two or three years older than I. He was the youngest of five brothers. They lived in Douglas, Bisbee, Nogales and Tucson. They were a fine family and we got to be good friends until they passed on. Some of the Diamoses are still around here. Joanne Diamoses is an attorney. She worked for the U.S. District Attorney's office. They were nice people and they were competitors. They built the Fox theater. The same day that my father sold, they sold. There was a movement nationwide on the part of motion picture companies to acquire theaters. Fox was acquiring theaters, Paramount was acquiring theaters and RKO, which was a Radio- Keith-Orpheum circuit, was acquiring theaters. Both the Fox and the Paramount chains were trying to buy all the theaters here. They decided, that is Drachman, Rickards and Nace, and Goldsmith to sell to Paramount. And Fox concentrated on buying the Diamoses theaters. The Fox Theater was under construction and it was called the Fox after they bought it. The date was Sept. 30th and the crash came the 29th of October, less than a month later. So then I went to work for Paramount for four years until 1933.

ZL: So, the large motion picture companies could stay in business during that depression time?

RD: Yes. They bought the theaters and operated them. They had some serious problems. I was running the old Opera House and the Rialto. They had cut back and my brother was working for the newspaper at that time in the advertising department. So I was running the two theaters. The Rialto would close in the summertime because the business wasn't too good. Then in 1933, the Paramount company had sold the theaters in Arizona to a man by the name of Bill Jenkins from Atlanta who had been an executive with Paramount Public Co. They were getting in serious trouble so they spun those theaters off and Bill Jenkins bought the theaters in Arizona. I think they just gave them to him to get rid of them since they were all losing money. So he came out and took over. He had been an executive and I had been working under him, not directly because there were a couple of other levels of management between his level and mine. He said they were going to cut back and reduce my salary and everybody else's salary. There were two projectionists in the projection booth and they really did not need them; it was a union thing. They were

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going to get rid of one projectionist. And I said, "Well you have got a contract". And he said, "Well it really doesn't matter because we are going to do it anyway. So just let them do what they want". Well, they struck. They started making it tough and they starting picketing out in front of the theaters wearing signs. I knew them and we had a friendly situation. They did not know what to do with their signs so they would bring them in and we would store them in the office. The next morning they would come in and take them and go out and picket again. So, they weren't mad at me. They realized I was just a local manager.

ZL: You were really caught in the middle, weren't you?

RD: But then they started stink-bombing the theaters. When that happened, I was really under the gun. I remembered the first night they called me about three o'clock in the morning and I had to rush down to the theater. What they would do is take a bomb that would not explode, but it would break open. It did not do any damage except that it would just stink up the theater so badly. Then I would have to go down and try to clean it up. I remember I came back and I smelled like the stink bomb. I had to keep my clothes outside. I think they bombed us three different times during a period of about a month. The smell was so bad that the Opera House, which was in the middle of the block, and the stores on both sides and across the street had to burn incense and perfume to keep the smell in their stores from being so bad that people would not want to come in. In the meantime, a friend of mine from California, that I had known slightly, came here. And he said, "Why don't you go to work for Fox theater?" I said, "I would love to get out of this mess." I went to work for Fox theater in May of 1933 and I stayed there until the end of 1939. In December of '39 I left there and became manager of the Tucson Sunshine Climate Club.

ZL: Now when did that start?

RD: The Tucson Sunshine Climate Club started in 1922. In 1910, Tucson's population was larger than Phoenix. Our population was 13,000 and Phoenix was 10,000. In 1920 Tucson's population was 20,292. You can look it up if you wish. That's exactly what it was, and the Phoenix population was over 29,000. Well, that upset a lot of old-timers here, who didn't like the fact that Phoenix had out stripped Tucson. But, of course, what had happened, the Roosevelt Dam had been built and the canal system had been installed, and the growth was taking place in Phoenix with the farm land being opened up, and . . .

ZL: And with an assured supply of water.

RD: Phoenix became the largest city in the state, and of course it has continued to grow; but the Tucson people didn't like it. They didn't know what to do to combat it and try to get Tucson again to be the largest city. After studying, I guess for a couple of years, they decided that Tucson's best bet was to become a health resort and a tourist town. They formed a Tucson Sunshine Climate Club, which was a separate organization from the Chamber of Commerce.



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ZL: But it must have had a lot of the same members.

RD: The same members and the same board members, the same people. They raised money from the business people. They got the city and the county to put up the money for the advertisements in national magazine, and they advertised in *National Geographic* and in the *American Medical Journal*, which was a part of the medical association.

ZL: And did they see immediate results from that?

RD: They began to get immediate results. They keyed the coupons. People responded and wrote in for brochures or for material and by using the keyed address they could identify which magazine and which ad that it came from, and they did that. It was common practice. It wasn't anything that Tucson discovered. It was done by a big advertising agency, McCann Erickson, a national advertising agency based in New York. They helped promote Tucson, and they began to get results. It wasn't very long until they found people coming and there was no place for them to stay. There were some Sanatoriums around, and there were some

ZL: And that was for tuberculosis?

RD: Yes. I think tuberculosis, sinusitis and arthritis; those were the three principle diseases that people would recognize as ones where the climate could have a beneficial effect. The doctors were involved, of course, because they helped write the material that was used in the medical journal. They wanted to be sure they stuck to the facts. They would advertise about the temperature and the humidity so that people would understand this was a good place to come. So then they decided they should build a hotel. They raised money in a bond issue and built the EI Conquistador Hotel, which was way out of town. It stood out like a sore thumb, way out on the desert.

ZL: It was on Broadway, or off Broadway.

RD: Yes, where the EI Con Shopping Center is now. It was the EI Conquistador. EI Con was the abbreviation of it. It had about 250 rooms. It was a graceful, nice building, kind of Spanish style architecture, like a mission. It was quite successful.

ZL: When was that completed?

RD: That was completed in about 1923 or 4 or 5, around in there. The Sunshine Climate Club would raise money. The arrangement was that the operating expenses of the club would be paid by the business



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people, but the space, advertisement and all, for the advertisements in the newspapers and in the magazines, was paid for by the county and city by taxes.

ZL: How many employees did they have?

RD: We had about four employees. A man by the name of Terry McGovern was the first manager. Then they had a man by the name of Hamilton Keddie. He was the second manager, and then I was the third manager. I left the theaters in 1939, the end of '39, and became manager of the Tucson Sunshine Climate Club. I had done a lot of publicity work, different from advertising. I had done the advertising and written the ads for their newspapers and movies and so forth. But I also had written a lot of publicity. After I left the university the following year, they started a class in journalism, so I went back and took that course. I was in the first journalism class at the University. I learned something about writing articles, and writing stories, and how to prepare a story that the newspapers would accept, with the first paragraph being who, what, where and when, and so forth and so on. So I would write up stuff for the movies. Well, then when I went to the Sunshine Climate Club, I knew that people would come here, prominent people. So we wrote to the hometown stating that Mr. and Mrs. John Smith were at the El Conquistador Hotel or out at one of the guest ranches. We would send those photos out with a little caption, and a lot of them would be used. But, I remember the publisher of the paper, Bill Matthews . . .

ZL: That was at the Arizona Daily Star?

RD: Yes. He said, "Ah, they won't use that stuff." He was on the board, and I said, "Well, they will use it and I'll show you." So, I hired a photographer by the name of Chuck Abbott, who came in as a cowboy photographer. He was a colorful character. He would go out to the ranches and they were glad to see him because they knew he was going to publicize some of their guests. They would arrange for the guest to be taken to barbecues, or pictures of them on horses. We would take these to send them back East. Then we subscribed to a clipping service. We began to get so much stuff that I would mount these articles on these big sheets of brown wrapping paper. At the end of the first year that I was there doing this publicity, we had a meeting at the Pioneer Hotel in the ballroom, which seated about 400 people. We literally covered the walls of that room with the newspaper clippings that I had stuck on these papers, and had the names of the newspapers and the date. I had a book, a publication that had the rates of the newspapers' space, what you had to pay for the space. I would take and estimate how much space, and I could measure the space and use that. Then I would put at the bottom of the pages, paid \$2,800 worth of publicity. We covered the walls with it. When they all came in and saw it, of course they were flabbergasted. I proved a point to Mr. Matthews that it worked. We were good friends, but he didn't think it would work, but it did. We would get pictures of girls, high school girls, and college girls in bathing suits, riding horses in the rodeo parades, and all that kind of stuff. We would send stuff out and the newspapers would run it. So we got a lot of publicity.



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ZL: Now, about that time more guest ranches opened up and so did schools. Who started doing . . . ? Were those people who already lived here? Who thought this would be a good business, or was it the influx?

RD: Well, what happened, during the early days of the Sunshine Club, and even before, when people would come out here, one or two of the ranchers would take guests. Somebody would know some rancher and he would say, "Gee, I would love to come and spend a couple of weeks. Haven't you got rooms someplace? I would like to come out there", and so it began as a homegrown business. We had a 112 guest ranches around Tucson at one time. We had seven private schools, pretty good sized ones. Some of them had as many as a hundred students. The Evans School was a school where Teddy Roosevelt's boys had gone. A lot of prominent families sent their boys and some girls, mainly boys, out to the schools here, the ranch schools. One was the Fenster Ranch School. There was the Southern Arizona School for Boys run by a man named by Fairgrave. There was Green Fields School, which is still running. There were seven here that attracted kids from all over. Then the Arizona Inn had been built, and it was a kind of a lodge that was popular.

ZL: Now, when did that open? Do you remember...?

RD: Oh, that opened, I would say in the mid-20s. After WWI, there was a Veteran's Hospital here, out past Grant Road, which was on the north side of town. These Veterans didn't have much to do, and Mrs. Greenway, Colonel Greenway's widow, was a very civic minded person. She equipped a shop, a wood shop, where these veterans could come and make furniture and build things. They started building furniture, and she . . .

ZL: Now, did she design the prototype for that furniture?

RD: I don't know whether she did or not. She probably had a big influence in it. In any event, they built it, and I remember they had a store downtown right next to the Rialto Theater where they had a furniture store. But the store was small and they were building this stuff so fast they couldn't keep track of it. You couldn't possibly even store it. So she started the Inn in order to find a place for the furniture. She built one or two rooms, buildings. Then it grew and grew and grew. I'd say all the furniture at the Arizona Inn today is still furniture that was built by those veterans back, well seventy something years ago. That's how the Arizona Inn started. She was a fine lady, and then she got to be our congresswoman.

ZL: Yes, the first woman to represent Arizona in Congress.

RD: That's right. Then after she retired, she married a Congressman from New York by the name of King. So, while she was no longer a member of Congress, her husband was. She lived in the East, although she



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had a home here too. I guess it's her granddaughters now that are running the Arizona Inn. Two of them are running the Arizona Inn now. But Tucson, in those early days, and during the war, Arizona became quite an attractive place to a lot of people just before the war and during the war. It was a resort, and at one time we had a daily railroad train, called the Arizona Limited, that ran from Chicago to Tucson and Phoenix every day during the winter season. That operated for about four years. It would come out in one day and then turn around and go back. The next day there was another train, but that was daily. They would carry a lot of passengers. Then we had an office in Chicago called, "Arizona in Chicago." It was run by a woman by the name of Lolita Lynn who later moved to Arizona. She lived in Phoenix and she was married to a man who, I think, may still be alive there. She died many years ago, but she was married to a man by the name of Tangdelius. He lived in Phoenix for a long time.

ZL: Who funded this office in Chicago?

RD: We, the Sunshine Climate Club, partially funded it; gave her some money; and then the Phoenix Chamber of Commerce gave money. We had an arrangement here with the Tucson Chamber of Commerce, and anything pertaining to tourism was done by the Sunshine Club. Anything pertaining to any other business was done by the Chamber of Commerce. If we got letters to the Sunshine Club regarding business, or asking about some business, or some company, or something, we would turn those letters over to them. They, by the same token, anything pertaining to tourism would be turned over to us. We had brochures and things that painted a nice story. Then, with this keyed system of coupons, we could keep track of people. We would write letters to people. We kept a copy of those letters and a list. We did something then that wasn't being done I don't think any other place in the country. We had an arrangement with the electric power company that they would give to us, every day, a list of new customers. They would find out from these customers when they would sign up, where they came from--Chicago, or Moline, or wherever it was. Then that list was given to us every day, to the Sunshine Club. Then we would check that against the names of the people that we had on our list and we found that a lot of those people actually came to Tucson to visit. There were a lot that went to the hotels and guest ranches, they would also tell us about them. A lot of them wouldn't because they didn't want to admit that we were helpful to them. But the people that came and registered and signed up for electric power, we got those names. Then the companies, the dairies, the cleaners, the various people, fuel yards and other people that wanted to get in touch with the new customers would come, and at 3:00 o'clock every day, we'd hand out the list of the new people with their addresses. These representatives would start gathering every afternoon, about 2:30 at the Sunshine Climate Club. There would be maybe as many as ten or fifteen of these men and women. We would mimeograph the lists and hand one to each one. They'd jump in their car and take off trying to be the first one to get to the house to sign these people up for the dairy, or for the laundry, or for the cleaners. It got to be a scramble every afternoon (laughter). Then they would realize that the Sunshine Climate Club was bringing people to Tucson, actually had the names of the people. Then I, as manager of the Sunshine Club, would meet trains. People would let us know they were coming. We'd meet them at the

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train and help them get located, working with the real estate offices that had houses to rent or apartments to rent. Some of them wanted to go to guest ranches. So, I was out at the guest ranches every day. I have traveled around the whole county. We covered everything down almost to Nogales, as far as Tubac, and down to the Dragoon Mountains, and as far up north as Oracle, and out west. We had these guest ranches all signed up. They would contribute every year to the Sunshine Club so that we could continue our advertising. And, that's the story of the Sunshine Club.

ZL: Interesting. It sounds as if you really enjoyed that job.

RD: I did. I enjoyed it very much. Then I was in the service for a little over about a year and three months during that time.

ZL: Well, before we get to the part when you were in the service, I want to talk about what you did for the World War II here in Tucson. You were in charge of the Pima County war bonds.

RD: Yes. I was very active. Because there were some restrictions on travel, people felt that the Sunshine Club couldn't be as effective as it had been or could be if there weren't the restrictions on travel. So, I wanted to keep my job and I wanted to keep busy, so I was involved in all kinds of community activities during the war. I was chairman of the special events for the sale of war bonds. Performers came to town. I remember Ginger Rogers came here, and so I met her at the train. She had performed at the old Rialto Theater as a young woman when I was managing the Rialto Theater. She came through on the Vaudeville circuit with her mother. She was about sixteen years old. I was nineteen, and she was only here one day and one night, but I was very intrigued with her because she was such a cute little thing and she wasn't even full grown then, but she was a great dancer. She had won a national Charleston contest in Chicago. So somebody put an act together with her. Then a brother and sister, a redhead, came out as part of the Western Vaudeville Managers Association on a circuit. They'd come to Tucson. Every Wednesday we'd have vaudeville. Five or six acts would come into town and play one day, here and El Paso, and then they'd go to Phoenix for a day, and move on to the coast. It was called the Junior Orpheum Circuit. So I met Ginger Rogers and talked to her. She didn't remember me, but I remembered her, of course. She remembered having been here and she had gotten to be a star by that time, and so she appeared. I took her around, and she appeared at the various camps out at Marana and at Davis Monthan Field; and then she appeared in some Red Cross fundraising events. And that happened quite often. People would come through and, as chairman of the special events, it was my job to take care of them, show them around. There was a show that came through, "On the Beam," it was called. It was an Air Force Show, and Mario Lanza was one of the stars of that. A lot of the big and quite a few famous stars were in that company. They were here for two or three days and put on a performance, I think three performances, out at the University of Arizona auditorium. They were here for about a week, and at night they didn't have anything to do. I went to take them around and spent time with them in visiting friends. They all were happy to have these

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people around. So, it was a fun job that I had.

ZL: The sense of patriotism at that time must have been incredible.

RD: Yes, the people were very patriotic, and lots and lots of people were willing to do almost anything. I remember the war started on a Sunday, December the 7th, and on Monday, the Chamber of Commerce was busy calling a meeting. They wanted the businessmen to come together, and Monte Mansfield, was our number one citizen. He was chairman of one of the draft boards here, and was an outstanding guy and wonderful man. He was a Ford agent here for forty years. I remember he ran this meeting at the Chamber of Commerce. There were maybe 40 or 50 people there. He got up and made an impassioned speech, "We only have one job to do now, and that's to win the war; and we've got to devote all our attention and efforts to that." He made a very impassioned talk. I remember Stanley Kitt, who was a prominent citizen. He and his brothers had Kitt's Department Store in town, been here for many years. I had gone to school with his son and daughter, and I was sitting right next to Stanley. We were Rotarians, and he was considerably older than I, but we were good friends. I remember he got up and he said, "Well, Monte, I agree with you," he said, "but one of the things that we are going to have to do is continue to operate our businesses because we are going to be expected to buy war bonds, to contribute to these various activities. So we've got to continue to operate our businesses at the same time as we do these other things." And Monte jumped up and he said, "To hell with you and your business, and to hell with me and my business. We've got one thing to do, and that's to win this war." So the meeting broke up. We all agreed we were going to come back for more meetings and participate in various committees. There were various committees appointed to do certain things. Some were gathering metal materials and some were gathering rubber material. There were committees to do this and that and the other thing. And I remember I walked out with Stanley Kitt, and he said, "I guess I've said the wrong thing," and I said, "No, you didn't Stanley. You made a lot of sense." "Well," he said, "I just hate to think of the war." He said, "I went through World War I and now this one and," he said, "I just hate to think of it." Four or five days later, he drove out in the desert and killed himself--shot himself. His son was a young doctor here. He had gone in the service, but Stanley Kitt was very upset about the whole thing. So, you say patriotism, there was a lot of it.

ZL: And a lot of emotionalism.

RD: Oh, yes, a lot of it. There were all kinds of committees set up. There were bundles for Britain, and there was a Red Cross, and there were so many of them. I can't even remember the names of them, but there were numerous organizations. Then we got so that there was so many things going on that people were kind of tripping over each other. So then they formed a kind of a coordinating committee. We would meet every Thursday afternoon at the Chamber of Commerce, representatives of all of these various committees. Then the representatives would come in from the various camps. They had a camp back of the baseball park there where they were living in tents. They had Marana Field. They had Davis Monthan.

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Fort Huachuca was a big camp not too far away. So those representatives would come to these meetings and they'd plan the various things that were being done so that they'd all cooperate together. It was city wide; everybody was very much involved in the thing. Then I was involved in the war bond thing. We put on two big events at the stadium.

ZL: At the U of A stadium.

RD: Yes, we filled the stadium. The people had to buy at least a hundred dollars war bond. We raised, I think, six or seven million dollars with one of them and a little bit less at the first one. We had at that show a thing called "Battle of the Bands." We had the high school band, and the university band. We got the band from Davis Monthan, and the band from Fort Huachuca and the band from Marana Field. We had them all contest. One after another would play. We had other acts, and once in a while we'd get a Hollywood act for the program there. We had, I remember, Frank Loesser, who wrote the song, "Praise the Lord and Pass the Ammunition," which was a big hit. He was here and played the piano and performed. We'd have these shows, and then we had a demonstration by these military men of how they would attack a camp.

ZL: Now, was that from Davis Monthan?

RD: Davis Monthan and

ZL: When did that open?

RD: Davis Monthan was originally the Tucson Airport. And Monte Mansfield, who was, as I say, our number one citizen, heard about other places getting camps, getting factories, getting fields; and so he was sent back by the Chamber of Commerce to Washington. He worked with Senator Hayden and Senator . . . the guy that had the silver tongue and was a great speaker. He went back and Monte came back with the Davis Monthan field in his hip pocket. And, of course, he was the man of the hour. The airport was taken over by the military and called Davis Monthan field. Then Monte was the chairman of the Airport Authority. and so then they had to go out to get the city to buy the land. The Davis Monthan Field began to grow and began to have to build buildings for it; and it created business in the community. During the war, they passed the edicts that there would be no private construction allowed, except for very unusual situations. They had rationing boards for rationing food, for rationing rubber, for rationing attire, for rationing gasoline, and had price control boards because of the shortages. There were people that were gouging people. So they put in price controls. This went on over a period of time. I was chairman of the price control panel for Southern Arizona. This covered all restaurants, clothing, everything.

ZL: Who did the construction on the Air Force base? Was it civilian or was it Air Force?



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RD: No, it was done by private contractors.

ZL: And were there enough workers?

RD: There were shortages, but there was enough. Yes. They found them. Sometimes they were short, and the labor could not work on . . . They were almost conscripted to work for military jobs rather than for anything else. There was practically no other construction going on because you couldn't get materials. But then there was a lot of construction going on at Fort Huachuca, and all of the materials for Fort Huachuca were supplied by local lumber yards.

ZL: From Tucson?

RD: From Tucson. I remember there was a Colonel Pierce who would come up here about two days a week. These local suppliers were stumbling over themselves trying to be nice to him. There would be groups of them take him out to lunch. They'd get to go out to El Rio Country Club for lunch, and Colonel Pierce was there. He never bought a drink or (laughter) . . . He just lived off the fat of the land because everybody was romancing him and trying to get his business. I remember the Corbett Lumber Company, Mulcahy Lumber, and the O'Malley Lumber people; and the roofing and air conditioning people, Tidmarsh Engineering and Mechanical. He was building air conditioning. They all were shining up to the colonel and entertaining him. Then there were others too, from other places at Marana. Then during the war, baseball was out because people couldn't travel. It hadn't been too long before that I had left, quit playing baseball. So I got all of the baseball managers together, local teams. There was the Southern Pacific team and the Elks team. We got a team from Davis Monthan, and a team from Marana. And the Club Latino club was a Mexican team. Then there was an American Legion team. There were six teams. We formed the Tucson City League. I called all these guys together, all friends of mine, and I said, "Let's organize this and keep baseball alive during the war," because you couldn't have any professional teams. So we started that and we charged twenty- five cents a ticket to come into the ball park. We had games six nights a week. We started out slowly, just a few people coming out, but it caught on, but it was quite frequent that we'd have crowds of three, or four, or five thousand people come out to the games. They developed favorites, you know. The military team had a pitcher by the name of Bill Clements, I remember, who was a . . .

ZL: Clements?

RD: Clements. He'd pitched for the Cincinnati Reds, and some of the other players were professional players. Many of them were professionals from the military. So we had a lot of good games and a lot of excitement.



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ZL: Well, it must have been a great outlet.

RD: Yeah, it was. People would come in. It was cheap. Twenty-five cents, you know. It wasn't very much, and kids were a dime. So, it was something to do at night and kept the people

ZL: Now, by then you had lights in the ball park?

RD: Oh, yes. We had lights in the ball park. Yes, they had been installed because we had the Arizona Texas League here before that during the summer and before the war; and my father was very much involved in that back in the early '30s. He died in '33, but during the '30s, they had this Arizona Texas League. It was El Paso, Globe-Miami, Albuquerque and Phoenix, Tucson . . .

ZL: Now, did that continue during the Depression?

RD: Yes, it did continue during most of the Depression. It struggled, but it continued. But it wasn't very successful. I mean, they would have smaller crowds. Then they installed the night lights. Then with the night crowds, it survived. Then I was drafted in 1944, and I left on March the 16th. I remember Gilbert Ronstadt, who is the father of Linda Ronstadt, and I were in the same contingent, and we were good friends. My cousin, Dick Drachman, also went. We were in a group of about twenty that was drafted and sworn in the same night. We all went over to Fort McArthur in this bus. Then we were scattered and several of us went up at Camp Roberts and saw each other up there quite a few times.

Z.L. Now, that's in California?

RD: Yeah, Camp Roberts was about halfway between Los Angeles and San Francisco. It was up near a town called Paso Robles. I was in the service there, and then I was transferred to Fort Sill, Oklahoma. I was there for a few months in the wintertime. It was colder than the devil, but I went in as a buck private. I had been in the ROTC at the University and, because of my great military experience, I went in as a private, but they couldn't hold me down. I came out as a PFC fifteen months later. I was making four dollars a month more. When I left, I left a wife and two children. My wife had to go to work. She worked for one of the rationing boards, and did that during the war. It was a struggle for her.

ZL: And your children must have been very small at that time?

RD: Well, my daughter was born in 1930, so she was fourteen, and my son was twelve. He was a couple of years younger. So I was in the service for fifteen months. I was glad to go and I was sure glad to get home. Then I made up my mind, and I went back to work at the Sunshine Club. They wanted me to stay on, and



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I had decided I was going in the real estate business.

ZL: When did you make this decision?

RD: Well, I made it while I was in the service. I never had worked in a real estate office, but my cousin, Oliver Drachman, and I had bought and sold some real estate during the war and before the war. So I knew something about prices and values. So, when I came out, I decided to do that. And I had a cousin, Cowan Drachman, who was in the real estate business, and another one, Dick Drachman, and they each had a business. So I got Cowan to sponsor me so I could become a salesman. I never was in his office. I'd just sent him the papers, and he said sure he'd be glad to do it. So he sent my papers in and, after I was a salesman for six months, I could then take a broker's license. Today, I think they have to be a salesman for two or three years. But it was six months. When I took the broker's exam, I was still working for the Sunshine Club. They knew I was leaving. They offered to double my salary, and I said, "No, don't tempt me. I'm gonna go in business for myself. Go broke once. I may come back on my knees, begging for a job, but I'm gonna try it once."

Then the YMCA - I had run a financial campaign for the Tucson Medical Center. During the early part of the war, there was a man by the name of Louis, who was the head of Shanley Liquors from Cincinnati. His wife, Dorothy, had not been in good health so he brought her out here. They were here for two or three years, and he said that we had very poor medical facilities. Our hospitals weren't . . .

ZL: What were the hospitals at that time? You had St. Mary's.

RD: There was the St. Mary's, and that was pretty much it. There was a hospital called the Southern Methodist Hospital up on North First Avenue. That's where my daughter was born. But my son was born in a place called the Stork's Club, where a lot of youngsters were born. But the hospital facilities were not good. We had a Veteran's Hospital here, but that was just for veterans.

So, he talked to George Ferguson, who was the pastor at the Episcopal Church, St. Phillips in the Hills. He was married to a wealthy woman whose name was Brown. She was part of the Brown Harriman group. Brown Harriman, I guess were New York stockbrokers. You know, big, big company, financial people. So she helped build the church for George Ferguson, and he was a very fine man. He was quite a bit younger than she, but he was an outstanding, good citizen. Lew Rosenstiel was responsible for getting a group together. There were about six or seven of us that started meeting. I was brought in because I had been at the Sunshine Climate Club and because of the fact that I was involved with health seekers and people coming here. I was invited to go the meetings. There was an Elmer Present who was a prominent Jewish gentleman. Frank O'Rielly who was an automobile dealer. Then we had some other people like Miss Margaret Knight and Margaret Sanger. Margaret Sanger Slee, as she was known then. She'd been married

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to a man by the name of Slee and had moved here. We started meeting at Lew Rosenstiel's home in the evenings during the summertime in 1943. It was decided that we should try to get the Desert Sanatorium, which had been established here by Dr. Erickson of the McCann Erickson Advertising Agency. He and his wife had established this Desert Sanatorium. Dr. Bernard Wyatt was running it. He had brought some outstanding young doctors here. Donald Hill became a permanent doctor here for many years. They had established the Desert Sanatorium and it had become a place where people like General Pershing would come in the wintertime and stay there for three or four months.

ZL: Now, did he have ill health, or would they just come

RD: Oh, he didn't have ill health bad enough to have to be in a hospital; but it was a place that was quality and they had good food, facilities, and rooms, and he knew somebody.

ZL: He was well taken care of.

RD: Well taken care of. Some others, a General Harbor came here. Some other prominent people, families that came. The Desert Sanatorium was considered to be kind of an upper crust medical facility for people that could afford to go there. There were some local doctors that would place people there. But it was an expensive place and it wasn't like a normal hospital. So, they decided to have George Ferguson and Lew Rosenstiel go back and meet with Mrs. Erickson. Dr. Erickson, I think, had passed on. It was her property. So they prevailed upon her to give the property to the city, providing that it would be converted into a community hospital and we would raise a quarter of a million dollars to convert the buildings. Spend the money for the surgical rooms and other things needed because the Desert Sanatorium was on a large parcel of ground. Oh, it must have had about 200 acres. It was scattered around

ZL: And this was on Grant and . . .

RD: Grant and Craycroft, at the northwest corner of that intersection. So they needed to raise a quarter of a million dollars. They decided that I would be the one to raise the money. They appointed me as chairman of the campaign; and so for about six or eight weeks I was kind of excused from my duties at the Sunshine Club. Everybody knew about it and they were in favor of this. So we set out to raise a quarter of a million dollars. Lew Rosenstiel made the largest contribution. He gave us \$30,000 and then he gave us another five. So he gave us \$35,000. I had been involved in a lot of fundraising for the Sunshine Club and other organizations, so I knew something about how to get the campaign organized. So we organized it and we set up an office downtown in a vacant building that one of the community people gave us. We raised a quarter of a million dollars and established the Tucson Medical Center. I worked that afternoon there, and then I remember later that afternoon I had a meeting, the last meeting I attended as chairman of the price control panel. At 7:30 that evening I was sworn in the army and away I went (laughter). So I was involved

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there. The Tucson Medical Center gave me a check for \$1,000 for paying me as a bonus for work. I remember I put that in the bank and it helped support my family for awhile. I took \$100 with me. I had a money belt. All the kids wore money belts. I had a bunch of \$10 bills with me. Then I came back and I was on the board of the hospital, the first board. I served on that board for five years.

ZL: Then did they just delay construction until after the war?

RD: Yes. They didn't do much construction work. The buildings were there. They had converted them. They got some materials you could get. They had boards, and if you could present a good case for a construction job, you could get materials for certain things. But not on a broad scale. You couldn't go get money to build a house unless you wanted to remodel a house. Then the government came in and took over garages. They took over hotels. Oliver Drachman and I had bought the old Willard Hotel from the Southern Arizona Bank. They had foreclosed . . .

ZL: Now, where was that located?

RD: The Willard Hotel was on the northeast corner of 12th Street and South 6th Avenue, across from the fire station, and catty-corner from the library park, and directly north of Armory Park. It was a two story, red brick building, an old building, and a man by the name of John Letts had owned it and borrowed money from the Southern Arizona Bank, and the bank owned it. Hubert D'autremont, who was the president of the bank and also a state senator, was trying to get an order passed by the Senate that would force the bank to dispose of real estate that they foreclosed on. So they couldn't just hold it forever. He talked to Oliver Drachman and me, and he said, "I want you fellows to buy this property, and we'll sell it to you for practically nothing down." I think we had to put up \$10,000 between us, and I had to borrow the \$5,000 (laughter). I didn't have any money. And we bought that building. In the meantime, they had signed a contract with the government. The government had come in and was converting the rooms to apartments with kitchens and bathrooms so that they could become apartments for war workers. The government had programs like that. They took garages and they took a couple of old school buildings and converted them into apartments, so that kind of construction work was going on. But it was for the war effort, and so the workers could live there. They could get the building materials. So when I came out of the service, the program that this building was rented for apartments lasted for a while; but Oliver and I sold that building. I think we made \$30,000 on it, which was the most money I had ever seen. So between us we went out and started buying real estate around town in various parcels. We paid as little down as possible, knowing that we were going to have a boom, which we did. We made a little money selling these properties.

ZL: Did Tucson start to grow immediately after the war?

RD: Yes, it was growing. It continued to grow. You look back, going back to 1890, Tucson's population



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has increased about 60 percent every ten years which was pretty fast growth. We were growing all the time. Our population went from 20,000 in 1920, to 32,000 or 33,000 in 1930, which was again 60 percent. But then after the war, there was a little bit of a depression for a while because things didn't start going right away. But pretty soon they started building houses and materials were available. Houses were needed and I had gone into the real estate business. I opened my office on April the 13th, 1946. So, it was 50 years ago last week that we observed our 50th anniversary. In those days if you could get a listing, you could sell it because there was such a demand for housing.

ZL: Did service people from Davis Monthan either stay here or return after the war ended?

RD: A lot of them returned here. Some of them stayed, but a lot of them returned.

ZL: So, that certainly contributed to the growth.

RD: Oh, yes, and I know some of them that are still here who had served at Davis Monthan, and that continued even after the war. People who served here after the war, when they got out, they liked it. I think that millions of people found out for the first time that it didn't snow every place all winter long, like it did in Minnesota, the Dakotas, Michigan, Indiana, and Ohio (laughter). They had a taste of the West in California, Arizona and Texas. So when the war was over, they flocked back here. They wanted to get out of those conditions, and it had an effect on . . . Tucson started growing, and quite rapidly.

ZL: What about the air conditioning? What part did that play, do you think?

RD: That played a big part. A big part.

ZL: I know it did in Phoenix.

RD: Yes. I remember, in 1933 my father had an experiment. He had operated the old Opera House. He had these big sprays like swamp coolers, but it was in the basement. He was able to cool bigger buildings to a degree. It wasn't the same as the air conditioning that we had when we got the Freon and the other electric systems. He experimented with trying every way he could to figure out how to cool a house. He never could come up with it. I remember, he had washtubs with ice in them, and fans blowing across them, and so forth and so on. I had decided I was going to leave Tucson. I was not going to stay here.

ZL: And this was when you were in the service you made that decision?

RD: No, this was before that. This was in 1935, right after my Dad died. I had friends on the coast in the theater business. I remember there was a man by the name of Milt Arthur whose family owned theaters;



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and he and I agreed that we were going to buy the old Belmont Shores Theater. It's still down there at Long Beach. We had an option on it. I had arranged to borrow some money, and we were gonna buy that theater, 'cause I was not gonna stay in Tucson in this hot weather. I came back from over there, one trip, and a man by the name of Fred Blanc, who worked at the newspaper office with my brother, and a fellow that I had known all my life, and manager of the Kress store here, called me and said, "I want to pick you up and take you out to my house and show you something." It was in the morning in the summertime; hotter than the devil. So, I went out with him and went in the house that I'd been in many times before, and he said, "Now, put your hand on that knob there, the doorknob for the bedroom, but don't open it." I did and it was cool. He said, "All right, now open it," and I did. A blast of cool air came out, and I said, "What the heck's going on here?" He had built a swamp cooler like everybody later had. Everybody had these big, sixteen inch fans. We had about four or five of them around the house. You put them on the floor and they'd oscillate and blow the air around and make you think (laughter) you were staying cool. But, it was hell, and we'd sleep outside. We'd wet the sheets and sleep on those sheets for a while. When they dried you'd get over on the other side of the sheet and it was cool. We did all kinds of things. But I saw what he had done. He'd built this thing himself, and I said, "Where'd you get this box?" It was a box he'd gotten from the Fisher Music Company that a Victrola had come in. Well, before the day was over, I had two of them on my house. I went down and got these boxes from George Fisher and built them myself. You didn't have to be an expert mechanic or carpenter. But I built two of them and had them operating - one in the bedroom and one in the living room.

ZL: Describe this for me.

RD: It was a box about four feet wide, about five feet high, and about eighteen inches thick. What I did was what everybody did. I took a one by four inch board and made a frame and put chicken wire on both sides of it, and filled it with excelsior, which wasn't hard to get from these packing cases. Then we took a hose, a piece of rubber hose, and put it at the top of the box, punctured holes in it with an ice pick, and put a plug in one end, so the water wouldn't run out of it. Then we connected to the hose and ran the water very slowly. The water would go up and then drip down through this excelsior, and the fan would blow and would suck the air in. We'd set it in a window and leave the upper part of the window glass there, and open the lower part, so the fan would sit right there in the window and suck that air in and cool the room, cool a couple of rooms. So, I had two of them that evening, and about a week later I called my friend Milt Arthur, and I said, "Milt, I can sleep at nights and I'm gonna stay in Tucson." Another month, I'd have been gone.

ZL: You were out of here.

RD: I was definitely not gonna spend the summers here. So, I stayed in Tucson. I'm glad I did. But, of course, it got to be a big business. If I'd have been smart, I'd have been in that business, but other people went in it. The Goettl's and some other people in Phoenix made a lot of money building those air

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conditioning units.

ZL: Those two factors made a huge difference.

RD: Oh, and it made a big difference in Tucson, Houston, Dallas, and Phoenix: the whole southern tier of the United States was very beneficially affected by the development of air conditioning. I think it enabled people to live comfortably, and that was one important part of making Tucson grow.

ZL: Let's go to your real estate and land development. What intrigued you about land development?

RD: Well, I could see that people with ideas and a little courage, or guts if you want (laughter) to call it that; and if you had a decent reputation where people would allow you to borrow some money so that you could do things, the opportunities were almost unlimited. While I never built a lot of things, I never built homes at all, but I got in the real estate business. I soon found out that women could sell houses better than I could, and I didn't want to compete with all the women in Tucson. So I got out of the business of selling residential properties. After I was in the business for maybe two years, I got out of it and started concentrating on commercial and industrial and land, vacant acreage.

ZL: Were there other developers in Tucson doing that at the time?

RD: We were the first ones to specialize, to get out of the residential business. People thought I was crazy. I thought so too at times because I could see that there were a lot of sales being made. I had seventeen sales people working for me at one time, and I found that I was busy helping them close their sales and I had no time at all to work on things that I could see as opportunities. So, I announced that we were going out of the house business, and I think ten or eleven salesmen quit almost immediately. I had a smaller force, which was what I wanted. We began to specialize and work with people. But in Tucson, there weren't many opportunities. There weren't many big companies here. The Sundt Construction Company was tied up with a man by the name of . . . I can't think of his name, but a nice guy, and he'd been in business a long time, and they did all their business with him. And the same with quite a few other companies that were larger; but I was able to pick up a crumb here and there. Then I started handling real estate for Harold Steinfeld of the Steinfeld Company because he had kindly allowed me to rent an office. It was impossible to find offices when I first went in; but he had an old, small warehouse across the street there, which was just a kind of a dump.

ZL: Across the street from?

RD: From his department store, downtown on Pennington, and he said, "You can have that little building over there if you want it." And he said, "You're gonna have to spend some money on it." After I had gotten



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out of the service, the YMCA was raising money to build a new YMCA building separate from the one downtown. They employed me to run the campaign and paid me \$7,500 to run this campaign, of which I had to give \$1,000 to a YMCA man because they wanted to be sure that the things that we said and did about the campaign were in line with what the YMCA's philosophies and policies were. So I hired this man and had to pay him \$1,000. So, I had \$6,500. I'd put on a campaign for ten weeks and we raised, oh I forgot, I think it was \$300,000. We raised the money and they built the new YMCA, but with that money I had a little nest egg to start the real estate business. I had to spend about \$2,500 remodeling this building by putting in a restroom, cleaning it up, lighting and one thing and another. And, I went out to the air base. Being a veteran, I bought some desks, a typewriter, some lamps, chairs, files, and things like that; surplus that they had. I set up this business, and I had never worked in a real estate office in my life. I hired three men, who had never worked in a real estate, and I hired a girl that had never worked in (laughter) a real estate office; and so we started out by the seat of our pants trying to make a living. But I knew everybody in town, and being a veteran, people were calling and saying, "Well, my sister wants to sell her house, Roy. Why don't you call her up?" And I'd call and I'd get a listing, and if you got a listing you could sell it. You didn't have to be a genius. I remember I had one old man working for me who seemed old at the time. He was about 65 years old, and he was old compared to myself. He was a Chevrolet salesman back East, and he knew how to handle people. So we started out, and if I got a listing we could sell it. The first year I made about \$30,000. Before that I was making about \$6,000-\$7,000, which wasn't much, but it was a pretty good living in those days. So, then I got involved with the Del Webb Company. They came down here too . . . I knew Del through golf, and then . . .

ZL: Okay, I want to know where you met him.

RD: I met him through golf, a golf tournament in Phoenix. I went up there one time and played in a golf tournament and I met him. I knew his partner, Jacobson, L. C. Jacobson. He was a 25 percent owner in the Webb Company. He had grown up in Tucson. I had known him as a youngster, and his father, Arthur Jacobson, who had been a contractor. I didn't know him. He was a much older man, but Jake was a few years younger than I. I just saw Jacobson two days ago. I spent an hour and a half visiting with him. We've been friends all our lives practically. So, when they came down here, he got hold of me. He knew I was in the real estate business. He wanted to acquire some land to build 700 residential units. I knew that Harold Steinfeld had some land out in the southeastern part of town. So we started working on that and put the deal together. Then they employed me to handle the sales of the units and help them with their zoning, and so forth and so on. So I got involved with them and I was associated with them for thirty years.

ZL: Now where was this housing development?

RD: They called it Pueblo Gardens. It was down on South Campbell, south of 22nd Street to Country Club Road. I guess it was 300-400 acres.



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ZL: And how far south?

RD: It was south of 22nd Street a little ways. It went from 24th or 25th Street, down to 36th Street. It was between what we called Cherry and Campbell, and we called it Cherrybell. The road that ran through there. We acquired a lot of land from the families that had lived there. There were quite a few black families that owned property. We had to buy that property in order to have the entry to the development.

ZL: Was this the first large housing development in Tucson?

RD: It was the first large housing development in Tucson. It was the first time that anybody had an exclusive to sell all the houses. That was the contract that I had. They were building frame houses instead of brick houses or masonry houses.

ZL: And stucco?

RD: Frame and stucco, and all the other real estate brokers immediately began to tell stories that they wouldn't stand up, that they'd fall apart. So it made it tough, but anyway it was pretty well designed.

ZL: What was the square footage on these houses?

RD: Oh, they were anywhere from 600 square feet, the smallest house, up to about \$1,500 for a two, three bedroom house. They were selling from, I think, about \$7,500 on up to \$12,000-\$13,000.

ZL: Did these people pay mortgages on these homes?

RD: Yes. Oh, yes, and then they built two hundred duplex units, one hundred duplex buildings, but two units each, for rentals. Then they built the other houses for sale, the 500. They sold about 150 of them but then it got to be tough; the other competition started. It was costing the Del Webb Company \$25,000 a month to carry this project, which was a lot of money in those days. So Del called me up one day and wanted me to come up and see him. I was going back and forth every week or so anyway. So, I went up and he said, "We gotta find somebody to buy this development." He said, "We'd practically give it to them," and I said, "Well, suppose I form a company and take the place over. Would you sell it to us?" He says, "Yes." So, I got a friend of mine from New York who used to come out here quite often. He used to take all the photographs for the Sears Roebuck catalog. He came out here and took pictures here in Tucson.

ZL: And what was his name?



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RD: William Becker. William Becker Studios from New York City. We got to be very close friends. So, I called him up and told him about this, and I said, "We're gonna need some money." I says, "You and I can take this over and we would split it 50-50," and we formed a company called Central Housing Investment Corporation. I wanted to get a name that meant nothing to anybody (laughter). So, we formed that company and Del Webb turned over to us all of the residential units and all the vacant land, which was sizable. The whole ball of wax and we owned it then. The G.I. appraisals for the veterans were not as high as the prices that Webb was charging. Now, in order to get the insurance for veterans, which would make it possible for them to buy, he would have had to cut the prices, and he'd had to go back to the people that bought and had to make refunds to them, and he didn't want to do that. I didn't blame him. So, we cut the prices to the G.I. appraisals and that opened it up. So we must have sold a 100- 150 units. Then we rented some of them. We knew that we were gonna lose the project eventually, but we would end up with the vacant land. There were some large parcels, blocks . . .

ZL: And how many acres would that have been?

RD: Well, we acquired about 15-20 acres of vacant land. Some of it was not very useful, but some of it had some potential. The strange thing was that we finally told the FHA we couldn't carry it any longer and we were perfectly willing to deed the units back to them because we couldn't pay the mortgages. So they accepted that. I didn't know this at the time, but we found out later that the FHA had a policy that if they took over a project or a house they had a mortgage on, instead of shaving to foreclose on it, the owner could deed it to the FHA without forcing them to go to court. The agreement was in case the FHA spent some money in remodeling that unit, and at the end of the road they sold it for more money than they put in, the difference had to be returned to the person who had deeded them the house without foreclosure. Well, I didn't know this, and, of course, one of the Webb people said I knew it. (Laughter) That kid, he was always suspicious. A fellow name of Joe Ashton, and he always said that Drachman did it again (laughter). We didn't know, but we began to get checks. I'd get a check for \$480, or \$720. We finally collected about \$190,000 from these.

ZL: How did you gain your knowledge about real estate?

RD: Well, I've always believed that I can learn a lot from other people. I believed in reading a lot. I subscribed to two or three magazines that were related to real estate. I became a member of the Realtors as soon as I could. I had to wait a year after becoming a broker before I could become a Realtor. Then I decided to go to the first real estate convention that I was eligible to attend, which was in San Francisco in November, 1947. I went there, and I didn't know a soul, not a person. I noticed in the program a note about a meeting of the Urban Land Institute, and they were gonna talk about shopping centers. I didn't know what a shopping center was. I didn't know what they meant by that term.

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ZL: This was what year?

RD: Nineteen forty-seven. So, I went to this meeting. It was a small room. There were about, I guess there were half a dozen men sitting up at the head table as a panel. There might have been another fifteen people in the room that were there making presentations to this panel. It was a kind of a critique, and they'd have their plans. They'd hold up their plans and explain to this panel what their problems were. They didn't know where their entrances should be, where their parking should be, how deep the stores should be. They didn't know anything. These people at the head table were supposed experts and they were answering the questions. Then there was a man sitting in the back of the room, a bald headed man who was obviously a little older than the others. They'd get in a discussion sometimes and the experts up in the front part wouldn't agree. So they'd say, "Well, how about it, Jesse? What is the answer to this?" And he'd kind of walk down the aisle towards the front, and he said, "Well, here's what you ought to do." This went on all afternoon. So at the end of the meeting, this man was sitting in the back. I went up and introduced myself. His name was Jesse, J. C. Nichols. He was from Kansas City, and I told him I just went in the real estate business and I was in Tucson. He said, "Why don't you join the Urban Land Institute?" And I said, "Well, I don't know anything about it and what does it cost?" He said, "A hundred dollars." I swallowed hard and I said, "Well, okay, I'll join it," and I joined it then and . . .

ZL: That was a lot of money for dues in those days.

RD: It was. It was a lot of money, and so I agreed to join. So I began to get some of their publications. Then a short time after that, it was about a year or a year and a half later, he came to Tucson with his wife. He was out at the El Conquistador Hotel, and I'd given him my card. They didn't have that many members of the ULI in those days. So I guess he remembered that I was from Tucson. He was with his wife at the Conquistador for about a month. He called me up to say he'd like to see me. So, I went out there and met his family: his wife and one of his sons were there. We started talking. I said, "Have you ever been to Tucson?" "No," he said, "I haven't," but he said, "It's interesting. I'd like to see more of it." So I said, "Well, I'll come back tomorrow and take you for a ride." So I did, and I started picking him up. I'd see him three, or four, or five days a week. We got to be good friends, and he was much older than I. I was about forty and he was, I guess, about sixty. He had a strange habit; he wouldn't smoke a cigarette, but he'd put a cigarette in his mouth and never light it. Pretty soon the cigarette was gone. He'd swallowed it (laughter).

ZL: A different method of chewing tobacco, huh?

RD: I found out later that he had been a heavy smoker and that he had been told he shouldn't smoke. He was trying to break himself of the habit. Anyway, we got acquainted and at that time I was working on the Pueblo Gardens, and Del Webb knew about him and heard he was here. And he said, "You ought to meet



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him," and I said, "I know him. I've been taking him around." And he said, "Well, I want to come down and see him." And I said, "All right, you come on down and he'd be glad to see you." Del didn't know him, but he knew about him and he had some mutual friends. So we were going to build this little shopping center in Pueblo Gardens. I didn't know how to lay it out. I didn't know whether it should be up on the street or back so far, how far back, and where should the parking be, and how much parking would you need, and all of the things. I said, "We're having trouble." And he said, "Well, I can help you, I think." He said, "Tomorrow you bring a plat of the property and a pad and pencil and we'll go over and take a look at it." So we drove over. It was kind of a little knoll. We sat up on the top of this property, the vacant land. We were watching the traffic, and finally he said, "Well, let me see your pad." So he said, "You ought to set it back 140 feet here and 140 feet there, and put your sidewalks here, a ten foot sidewalk, and then have two rows of parking, and so forth and so on. So, it was simple (laughter). Today there are thousands of people that know what to do. In those days there was practically no one. So, I learned a lot from him. Then we started building centers. Then we built some more of them. Then later I went to Kansas City. I was going someplace and I stopped off to see him. I spent a night with him in his home, and he was a wonderful man. He was the fellow who started the Country Club Plaza in Kansas City. His developments were so successful that people came from all over the world to see them. He was such an outstanding man that while he lived in Kansas City he was on the planning commission in Washington, D.C. He was the only one from outside of Washington that was on it. They were all glad to have him because he knew so much and with such experience. So I learned from him and started going to the ULI meetings and got acquainted with other people. They published a lot of publications. I was just, in fact, this morning I was looking in one. He wrote a publication called, "Mistakes I Have Made" (laughter). He said you can learn more from mistakes than you can from successes. He wrote two bulletins that were published by the ULI on "Mistakes I Have Made." He numbered them. I think they got up to 120 some mistakes that he had made; little things that you could learn from.

ZL: You really do learn from mistakes.

RD: I met another man in 1951. This was just a few years later than 1947 when I met Mr. Nichols. In '48 he was here, that Spring. Then in '51, a man by the name of Alex Summers came out too. He was the president of the National Association of Realtors, and they were having a convention here in Tucson. The national presidents of those organizations attended the conventions from around the states. So he came here, and I had become in a political thing here with the city council . . . They had rent control during the war, and they wanted to extend it. We were fighting it. I was chairman of the committee for the realtors fighting this thing so I was actively involved. So when Alex Summer came here, they mentioned that I was the one who was leading the fight against this rent control. He and I got acquainted because that was one of the things that he was interested in nationally. So, we got to be friends and we are still very good friends. He's a couple of years older than I am. He's in his 90s, still alive. I have talked to him on the phone every once in a while. He was president on the National Association, and there was an organization called the

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Realtors Washington Committee, RWC they called it. He appointed the people. He appointed me a member of that Realtors Washington Committee to represent Arizona. Usually the state would pick somebody, but they hadn't picked anybody and had never had anybody that wanted to go to Washington as often as that. I had to go back there about every two or three months. I was just tickled to death to go. I was struggling, but making enough money to do that. I got acquainted with a lot of people there. The first convention I went to, I didn't know anybody. About the second one I went to I knew a few, and the third convention I went to I knew dozens of people because I met them through the various conventions. I romanced them when I'd meet somebody that was kind of important that I'd heard about. I'd ask for his card and then I'd write him, and thank him, and tell him I was glad to meet him.

ZL: That was a new concept in the late 40s, early 50s, all over the country.

RD: Yes, it was. Then I became active in that organization. I was president of the International Council of Shopping Centers. I was the third president of that. It's gotten to be a very big organization. When I was president of it, we had about 1500 people at our convention in Montreal. Now the convention is in Las Vegas and there'll be 25,000 people there, intimate friends (laughter). But most of them I don't know, of course, but quite a few I do know. A lot of the old timers still come to the meetings.

ZL: Do you have any idea how many countries will be represented?

RD: Oh, I'd say thirty or forty countries will be represented. Every place has some kind of shopping center, even Russia. And in the Urban Land Institute we've got members from all over. You just read about Jim Rouse dying this last week. He was the man that did such great things with Faneuil Hall in Boston and Harbor Side in Baltimore. Well, his older brother, Bill Rouse, and I were very close friends. When Bill died, I went back to his funeral. We were very close friends, and we each had gone to Europe looking at developments. When we came back we were at a ULI meeting, and we got to talking about things . . . "Well, did you see this?" "No." "Well, and I didn't see that either, and I'd like to go back and see it." So, we decided the next year the four of us would go. Our wives were good friends, so we decided to go. Well, we planned a trip and we picked out the places we were gonna go. Then I happened to see a man from Dallas, Angus Wynne, and I told him about our trip. He said, "Gee, I'd love to go on that trip with you guys. Gosh, JoAnn and I would love that," and we said, "Well, we're gonna stay in the best hotels and see these developments. I called Bill and I told him, and he said, "Well, I've had a couple of friends that want to go." We ended up with 68 people that went on our trip. We had two bus loads. We flew to Copenhagen first, then up into Stockholm, over to Helsinki, then down to St. Petersburg, then Moscow, Berlin, Paris, London, and up to other places outside of London in England. We were gone about four weeks. We had a wonderful trip, absolutely wonderful trip. I remember one of the fellow said after it, "You know, that's the kind of trip you'd like to put your arms around and hold forever," because we had such a wonderful time. We knew a few people in each one of these towns who were members of the ULI and we'd arrange with

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the public officials, maybe in Copenhagen, to meet with their planning department and with their mayor sometimes, and with the members of the council, and some of the developers and planners. We'd meet with them and exchange ideas, and the gals would go out. They'd have things to do, but the men would all get together, and it was a working trip, wherever we went. Even in Moscow, we went out to a place called the House Factory where they were building these big sections for houses, these modulars. Then we went out with them and our bus followed them down to the site where they were building these nine story apartments. Every one of them was nine stories. Their construction wasn't very good; but they had some advanced methods about handling steel and things. So we learned from them. Wherever we went, we met with people that were involved in development. Then we had other trips. The first was in Northern Europe, and the next one was to Southern Europe. Bill and I were the ones who arranged the trips, so we went where we wanted to go. We went to Istanbul, Athens, Budapest, and Rome, and then into Spain, and quite a few places. Then I arranged a trip and we went to the Orient. Twice, we had trips to the Orient. One of them was right after Sally and I were married, and we had a meeting in Honolulu. We went from there to Japan, to Bangkok, Manila, and down into Indonesia, Bali, Australia, and New Zealand. We were gone five weeks on that trip. That's how I learned, and learned from others. They learned from us, and it was a good exchange of ideas.

ZL: One of the more intriguing of your real estate transactions occurred when you were asked to assemble acreage for Howard Hughes for his aircraft plant.

RD: Well, that was an interesting experience. Another fellow and I were really responsible for getting them to come here to Tucson. A man by the name of Axel Johnson who was an architect came here and walked in our office one day. It was 1948. Said he wanted to rent some space for an office. He had a young builder that came down from Denver. He was living in Denver at the time. and they were gonna build some apartment units here. He wanted to find a place to have his office. So, we got acquainted and we hit it off right away. He was just a marvelous guy, friendly guy. We used to up to the White Mountains fishing. We took him up there and he loved it. He and his wife had no children and I had the two kids, and they loved to do that. So, we did that and got very well acquainted. But he couldn't quite make it here. He never could quite get the financing that he wanted. He left here, and then he came back again and tried it again. He couldn't quite put it together. Then he went to work for Ford Motor Company as one of what they called, "the young Turks". There was a bunch of them after the war, all retired Air Force officers. And one of the fellows by the name of Tex Thornton, was well known nationally. Later he had the Litton Industries, which he built up to be a tremendous company. Anyway, they all worked together. Robert McNamara and Tex Thornton were the two top guys with these whiz kids they called them, in Ford. And then Tex Thornton left that company and went to work for Howard Hughes on the coast. Axel Johnson called me one day and said, "I'm coming through Tucson, and I'm gonna stop off, and I want to see you. I've got about two, three hours between planes, and I'd like to talk to you about a job I've been offered in California." We were close friends, so I said, "Fine. I'll see you at the airport." I remember my cousin,

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Oliver, and I were having dinner and we both went out to meet him. We talked with Axel Johnson. He was offered this job as an architect to be in charge of the construction for the Hughes Company in Los Angeles. He asked what I thought about it. And, I said, "I think you ought to take it." I said, "Los Angeles is a nice place to live. It's certainly better than Detroit, and it's got a lot of opportunities." So, he took the job. Then he got involved in construction, and he said, "I need a contractor to work with." Well, I was working with Del Webb. So I talked to the Webb people about it and they were intrigued with it because they thought that Hughes was gonna be a big company. So, for four weekends in a row, Jacobson (from Del Webb) and I . . . They had airplanes, and he would fly down and pick me up. We'd fly over and we would spend the weekend with Axel Johnson trying to romance him and get him to employ Webb, which he finally did. Then Del Webb got acquainted with them. He got acquainted with Howard Hughes through that connection. So then Axel Johnson came over one time and said, "Well, they're gonna build a big plant someplace." And he says, "I want it to be built here in Tucson because I want to manage the plant, and move here, and live here. I want to live in Tucson." He said, "So, we've got to carry on a campaign to sell Tucson to the Hughes Company." So, we went to the Chamber of Commerce and I introduced him to the fellow there. And Axel said, "I don't want anything coming from anybody with any name on it", but he said, "I'm gonna call Roy and give him the names of people at the plant that are important, the various department heads, and I want you to send them material." So, we worked that out, and they would get material. They didn't know why it came, where it came from on Tucson. He was a fifth columnist working in the ranks of the Hughes people. Finally Webb called me one day and he said he just left a Hughes plant and that he wanted me to go to Phoenix and meet two people that were getting off the plane there at, like 2:30. Deliver it to me because Del said, "You're gonna have to be with these people for two or three days." So I went out to the airport there in Phoenix and met these two men. He started looking around Phoenix, and they wanted to look at Tucson. Del said, "You could have one of our planes. We looked at Tucson, and Phoenix, El Paso, and Albuquerque. They finally got it down to whether it was Tucson or Phoenix. So we had to set up a meeting with the Phoenix Chamber of Commerce people. I set up the meeting with them, and I went with the Hughes people and sat in on the meeting. The Phoenix people were so upset because I was from Tucson, and I wasn't gonna let them tell lies about Tucson. I sat there, and I remember I walked in and a lot of the big shots were there. I just sat in the corner. I could see that I wasn't very welcome, but I didn't care (laughter). I was gonna keep them honest. So, they gave their pitch. The main thing that I think was the fact that land was so much cheaper in Tucson because the land was desert land and wasn't being used. The other land was agricultural land and it was worth maybe two hundred and fifty, three hundred an acre. This land down here was worth less than a hundred dollars. So, they finally decided to come here, providing they could have . . . General Ira Eaker came here, and we met with him several times. They never would meet in an office in a hotel.

ZL: Now, who was the man you said? General . . .

RD: Ira Eaker. He had been a very high ranking general during the war. He was about second or third in

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command of the whole Air Force. He was working for Hughes and was in charge of this program. He had worked directly with Howard Hughes. So, he came down here several times, and finally, he said, "Well, the boss . . ." This was about eleven o'clock at night and we were in Monte Mansfield's house. We never could go to an office or a hotel. We'd meet out at a hanger. Very peculiar arrangement. So, we met at Monte's house and sat on the living room floor. He said, "The boss will come here providing he can have a mile of property around the north and the east side of the airport. The south was the Indian reservation.

ZL: Papago.

RD: Papago and he wasn't concerned about that. So, he said

ZL: Now, he wanted this because

RD: Well, he said, "The people are spying on him at Culver City. They're up on a hill there and they're watching him. He's very suspicious."

ZL: And this is what time at night?

RD: Eleven o'clock at night. So, Monte turned to me. I remember he was on the floor and I was standing looking at the map, and he said, "Roy, you got a job," and I said, "All right." So, I went and called the county assessor, where they had the records, a fellow name of Leo Finch. I said, "Leo, I'm not drunk (laughter), but it is late at night and I know I woke you up, but I've got to meet you at six o'clock in the morning, if you will." I said, "It's something that's very important for Tucson and I need to get some information about some land." He said, "All right," and so we started. I went out and by two o'clock I had options on all the property. I was lucky. Two big parcels were owned by one company, and another company owned another couple of parcels. I had meetings, corporate meetings. I got it all wrapped up and had the papers. So they decided to come here. Then, after that, Eaker would call. He called and came down here a few times, and would say, "Well, the boss has decided he wants 10,000 acres. So, then I'd go out and get land

ZL: Now, that wasn't adjacent to where the plant is?

RD: Not necessarily, but on the south side near it. They said they needed it for housing. They needed it for protection and all of this business. And of course, all he was doing was buying land to speculate on. So, we developed a code, a system of maps and numbers, and we'd change the code every second night. So I would talk, and they were suspicious. I remember one time we went up to the Pioneer Hotel about nine o'clock at night. We went up into a suite that we had reserved for him. He was talking, and all of sudden he said, "Wait a minute. Is this room secure?" And I said, "It looked all right to me." But these guys got up

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there were mikes . . .

ZL: So, you actually got to meet Howard Hughes after. . .

RD: No, I didn't. I never did.

ZL: Oh, you never met him?

RD: Never met him. I met him in a golf tournament many years before, but not after this happened. But, anyway, this Eaker was so suspicious. "Well," he says, "All right now. We've talked a bit here." He said, "Let's go to a restaurant, and we'll go way in the back booth and we'll finish our conversation." So we went in the back of a restaurant, and they were so suspicious. So, anyway, we ended up by having 32,000 acres under option. He bought 20,000 acres. It cost a total of about \$1,950,000, which averaged about \$90 an acre. Then he wouldn't pay and said, "Roy, don't worry about it". I'd gotten acquainted with him by that time, and he said, "You've worked too hard to get this. You're gonna get paid. We'll just add it to the Webb contract for the building." Webb was building the building. "We'll add to the Webb contract and you'll get your money that way." It was about ninety some thousand dollars, which was a lot of money today, but it was an awful lot of money then. So, I got paid that way, and . . .

ZL: Not very quickly, but . . .

RD: No, but I got my money.

ZL: But you did get paid.

RD: I did get paid, and they bought 20,000 acres. Then I sold a lot of the other land to some of the Hughes executives. I was a partner with them. We bought some other stuff. So it kind of set me up in the community and with people. And then when they came in here and built this big plant, they've been a good corporate citizen of Tucson. So, that's how that happened.

ZL: You and Del Webb certainly had some interests in common. You wanted to develop the area, then you had your love of golf and your love of baseball, and . . .

RD: Yes, we had a lot of common interests. Then Jacobson, of course, and I were very close, personal friends. In fact he had two daughters by his second wife. I still have a piece of paper in my lock box that says that in case they were killed in a common accident, I would be the guardians for the two children. So we were very close friends.



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ZL: Would you share some thoughts about Deb Webb?

RD: Yes. Del Webb was a good man. Del was not well educated as far as schooling goes. He was short on social graces. He didn't realize that when a woman came to the table, if you were sitting down, you should get up, and a lot of other little things like that. But he was a good man. He was honest and he liked people. He'd go out on a contracting job, a big job where there'd be maybe a thousand people working. He'd spot an old carpenter friend of his, and he might be with some people that were important in the company, he'd just leave them and go over and talk to his old friend. He liked to do those kinds of things. He was a disappointed, big league ball player, so he loved baseball. He was a wonderful P.R. guy. He was excellent in developing relationships the last thirty years of his life. He knew people by their first names, and he had his foot in the door for a lot of jobs. He built a lot of housing, bases, camps, and places. He also did a lot of construction of veteran's hospitals, things like that. He wasn't the greatest idea guy in the world. Other people would come up with ideas, and he would recognize that they were good. Like Sun City and that whole thing with the elderly. It was somebody else's idea with the

ZL: Is that right? So he really wasn't a futurist?

RD: Not so much. No, but when somebody would come to him with an idea that was good, he knew. He recognized it and he would dedicate resources and people to it. When we built the Christown Shopping Center, he didn't know what we were building. He knew we were building a center out there. But the first time he saw it was when it was all formed up. They were just beginning to do the finish on the inside. He'd seen it that afternoon, and he called me at night, and he said, "My God, what are you doing out there?" And he said, "I never saw anything like it." He said, "It's so big." He says, "What the hell's going in there?" and I told him. He said, "Well, have you got any of those spaces rented?" I said, "We got them all rented." And he said, "You have?" And I said, "Yes, as soon as we finish it there are gonna be people in here selling goods and people, we hope, will be in there shopping." "Well," he said, "boy it's sure big and not what I thought it would be." But he went along with it. He was glad. He was a good businessman. He brought to baseball . . . No question about it, and I had other baseball owners that I got acquainted with say this, that he brought business practices to baseball that had never existed before. It was a game. It wasn't a business, and they didn't do things in a businesslike fashion. He got to be a very, very powerful guy in baseball. I remember when Happy Chandler, who was the Commissioner of Baseball, disapproved of a sale, for some reason, of a trade of a player by the name of Dick Wakefield, from Detroit to the Yankees. I was with Del and Jacobsen and Joe Ashton. We were in a suite at the Beverly Hilton Hotel, which Webb had built. I heard him use some profanity. He said, "Well, that son of a so and so. That's the end of him. He's got to go." A week later Happy Chandler was fired as the Commissioner of Baseball. Webb had a lot of power in baseball and was a good businessman. He brought business practices to the game, and he was all right. I liked Del. Del was a good man. He was loyal to his friends and reliable. He was all right.

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ZL: The first center you built in Phoenix was Uptown Plaza, located on the northeast corner of Central and Camelback.

RD: Well, it was the first center in Phoenix. There had been some smaller centers built by Bayless Markets, with a drug store and a couple of little shops, but none of them had what we call shopping goods, the women's wear or . . .

ZL: Multi use.

RD: Yes, comparative shopping where there'd be more than one of a kind of business there. So the Park Central was under construction. They'd started, but they were having a hard time getting tenants to move in. They didn't understand what a shopping center was and what could be done in them. So when we opened that center, there were five different stores that sold women's goods. They all were doing business because women would come there and know that if I can't find it at one store, I could go to another store. It kind of opened their eyes and it made it easier for Park Central, which was a big center, to really get going. So, it was the first center in Arizona that really had what you might call competitive shopping goods.

ZL: That was on Central Avenue just south of Osborn.

RD: I was by there day before yesterday.

ZL: It kind of grew the shopping area, out of downtown Phoenix, which was on Central and Adams, Washington, right in that area.

RD: Yes. I remember I tried to get Hannys to move out there. They were tough and they didn't know. They didn't think they wanted to go. Then Ben Projan, who was the head of the company, called me one day and he said, "Roy, we've decided we want to go into Uptown Plaza." And I said, "Ben, I'm sorry. We don't have any space left." He said, "You don't?" And I said, "No." He said, "You're kidding." I said, "No." I said, "We're rented up." And we were. So, then we decided to build Christown located on Bethany Home and 19th Avenue. Hannys went in there.

ZL: And Christown was the first enclosed mall in the state. Is that correct?

RD: It was the first enclosed mall west of the Rockies. Yes, it was the first one in the state.

ZL: Would you give your impression of Phoenix when you first started going up there and building? That was about in 1951 when you did Uptown Plaza.

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RD: Yes. Well, Phoenix was a considerably larger town than Tucson. I could see some real possibilities there, real opportunities. There were so many more merchants and opportunities there. It appeared to me that I should spend more time there. So, I checked into a hotel, and I didn't check out for eight years, in the old Flamingo Hotel on East Van Buren across from . . .

ZL: Now, did you build that?

RD: No, I didn't. I was involved in that later, invested in it. Then I was involved in the building of the Flamingo here . . .

ZL: In Tucson.

RD: And one in Yuma, and one in Flagstaff, and two of them in El Paso. Then I was involved in the Highway Houses that Webb was involved in. Then I was involved in the Ramada Inns. I was one of the six people that started the Ramada Inns.

ZL: And that was kind of a new concept at the time, wasn't it?

RD: Yes, it was. But it was beginning and by that time there were motels and . . .

ZL: So, how did the Ramada differ from what had already been in existence?

RD: Well, the others were built out of paper and trash (laughter), or whatever we could build . . .

ZL: So, in other words, before that you had nice hotels, or you had little cheap motels?

RD: That's right. The Ramadas, we decided, would be a more substantial type of motel, motor hotel, if you want to call it.

ZL: And people were starting to travel more in automobiles.

RD: Yes. And they also had gotten out of the habit of staying in downtown hotels. You know, I used to stay at the Adams all the time. I'd be up there every week. And one time I went up there during February. It was during baseball's spring training, and the Giant's team was staying there. The manager of the hotel, or the assistant manager of the hotel, was at the desk, and the clerk would always take care of me. But this guy said, "You have a reservation?" And I said, "Well, I have. I'm here every week." He said, "You have a reservation for a room?" I said, "No." He says, "Well, we can't take care of you." And I said, "Gee, I've



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been coming here for a year, and I come here every week." "Well, we can't take care of you." So, a fellow by the name of Mike Robinson, who had the Flamingo, had been asking me, "Why don't you stay with us?" So, I drove right out there and said, "I'm gonna stay with you tonight." I did, and I never went back to the Adams because I found that it was so much handier. I could park right there at the door, and didn't have to leave it in the garage, and wait for somebody and tip somebody to get my stuff, and so it was so much easier. I think a lot of people discovered that. It became a way of life.

ZL: How many Ramada Inns did you have in Phoenix?

RD: Oh, I think we only had two or three there. We didn't have very many when we sold out. What we did, we went public. Then some other people came along and bought a lot of the stock. We sold our shares then and the control went to somebody else.

ZL: You served as a real estate advisor, when AZP, the development arm of APS, purchased 10,000 acres from Goodyear.

RD: Yes. Well, we were asked by Goldman Sachs, which was the financial company. Goldman Sachs, like Morgan Stanley, the other big New York firm, was the financial consultant to Goodyear. Goodyear was being raided by this man, Goldsmith, from England. I think, Sir Henry Goldsmith. He was trying to acquire Goodyear. They were trying to fight it and they needed cash. Their advisor told them they should sell their real estate and get some money out of that. They decided to sell the property. In the meantime, they'd entered into a joint venture with Westinghouse. Westinghouse was then running the property and trying to develop it. But they had a buy and sell agreement. So when Goodyear wanted to raise some money, they either had to buy Westinghouse out of the deal or sell to Westinghouse. They didn't know what to do. So, then they talked to Goldman Sachs and Goldman Sachs people called. One of my friends there called me and asked me if I'd be a consultant to them on that deal and help them decide what to do, what the possibilities were, and why they should sell or so forth. So, we met with them. I flew up there and met with them out at Goodyear, I think three times. One time they had the general counsel out from Goodyear. The other, we met with the local people there. They didn't understand the deal. They couldn't see the whole picture. But then this fellow that came out did. Then we were asked to join them. They decided to negotiate with Westinghouse. So they wanted me to come back there. I took my son, Manny Drachman. He and I flew to Pittsburgh and met in Westinghouse's office with them on this property and the Goodyear man. We kind of had a little meeting before and went into the boardroom at Westinghouse Company. I think there were five or six of their people there. They were talking about buying or selling. They decided that they would make an offer to buy the property from Goodyear. So they said they'd pay \$150 million. The Goodyear man turned to me and he said, "Mr. Drachman, what do you think about that offer?" And I said, "It's not near enough. It should be more." Well, they argued back and forth, and finally the Westinghouse people, they excused themselves and said they'd be back in a few minutes. They came

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back in a few minutes and they offered \$160 million. And again he turned to me, and I said, "No, it's not enough." So, this head of this team for Westinghouse said, "Mr. Drachman, where do you get these fancy prices?" He says, "How long have you been in Arizona?" And I said, "Would it make a difference?" He said, "Yeah, I think it would." He said, "I think you got to be there long enough to know what's going on." And I said, "Well, I was born there and I'm 83 years old." And so, the people all broke up and started laughing, and he laughed and said, "I guess I asked the wrong question." Anyway, they didn't get together. So we told the Goodyear people that the property should sell for over two hundred million dollars. It finally sold for two hundred and twenty-one million. The APS company bought it. You know, Arizona Public Service or Pinnacle West bought it. Then they were putting a man by the name of John Ogden, a utility man, they put him in charge of their real estate. He didn't know anything about it. So, this fellow, Karl Eller and . . . What's the name of the fellow that was the head of the park? I mean, the chairman of board?

ZL: Oh, Riley?

RD: Not Bill Riley. No, it was after Riley. Oh, I can't think of his name right offhand. And, anyway, they came over to play golf and asked me to play golf with them in La Jolla. So I did. Then they wanted to know if I would be willing to serve as a consultant to help John Ogden learn the real estate business and spend some time with him. So, I said, "Yes, I would." So, they employed us as a consultant. So, we went with the land. So, (laughter) we were consultants to Goodyear and then we were consultants to them.

ZL: Now you spent a lot of time consulting?

RD: Yes.

ZL: All over the country and internationally.

RD: Yes, a lot. Not so much internationally, but a lot in this country. Four or five cities in Illinois, and three or four places in North Carolina, Florida, New Orleans, Texas, California, Arizona. A lot of places.

ZL: You must have liked that.

RD: Yes, I enjoyed that. That was interesting. I was President of the American Society of Real Estate Counselors, which is made up of people who have made a living doing consulting work. Primarily that, rather than as an appraiser, or as a manager, or as a broker. You can do those other things, but you had to have been in that business for three years as a consultant, being paid for it. I did a lot of consulting work for Del Webb for years all over the country and lot of new projects: for the Yankees in New Jersey, and in New York City, the Bronx, Detroit and St. Louis. We worked on renewal projects and things like that. So,

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I've done that a lot and I enjoy it.

ZL: I'd like to talk a little bit about your philosophy of land use and development of properties. You don't always think that the way land is developed is good for the common goal of the community.

RD: No, I don't. I have been a great believer that the environment is an important segment of our world. That we've got to pay attention to how we use the land and what we use it for; that we gotta plan for the long pull. We just can't do the thing that's wise today because you can make money at it. I've been involved and I was co-chairman with a lady by the name of. . . Well, it doesn't make any difference. She and I were cochairmen of the comprehensive plan for Metropolitan Tucson and Pima County. For seven years, she and I worked on this thing, as other people did, but they would come and go. But we, the two of us, stayed with it all the way through and a couple of years ago we finished the plan. It was established as a plan for the future use of the land in Metropolitan Tucson area. Her name is Mary Beth Carlisle, a very fine lady. We never had a cross word. We agreed nearly always on things. That's what the Urban Land Institute's all about. It's to promote the better use of land, better use of urban land so that we build better cities and try to build for permanency, not just for the time being. Build something that would last, that would serve the community for a long time.

ZL: Do you think there is a change in attitude among communities? Do you think they're beginning to realize that there isn't an unlimited amount of land and . . .

RD: I think there are among certain people those who say, "The disappearing desert." That to me is kind of a false statement because if you get in an airplane from Dallas and you fly to Los Angeles, you're flying over desert nearly all the way. It's just some of the desert is not very pretty. Some of the desert that's disappearing is disappearing out somebody's window; they've been looking out to see the mountains, not realizing that somebody else owned that land and was paying taxes on it. Now they want to use it, and they object to it because they say, "Oh, it's our land. I've been here twenty years and I've never had anybody block my view of the Catalina Mountains or the Rincons." So they're unreasonable. You gotta make some compromises, but I think it's very important that we recognize it. I was chairman of the Commission on Arizona Environment for thirteen years. I spent a lot of time working on that process for a long time. We met all over the state and met with a lot of people and, I think, settled a lot of arguments from people, which I tried to reach compromises rather than fights to try to settle.

ZL: Didn't that group combine both environmentalists and developers . . .

RD: Yes.

ZL: Were you trying to look at this from all angles.



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RD: Yes, oh, yes. We had industrial and big companies represented there and developers, as well as environmental groups. Some of them were quite rabid. We tried to make them see that some of these things had to happen. Everybody cusses the developer, but they forget that the developer's the guy that built their home, built their office, built their school, built their church, built their roads they're on. Those were developers. But they don't like developers. "Developers" is a dirty (laugh) name. If you call somebody that you insult them practically. People are very selfish, and some of them are very short sighted. Both ways. The developers have been wrong. They do a lot of things that have been wrong. Then there's a need for some strict, stringent rules that they must live by and observe, and I believe that strongly.

ZL: Well, you also worked very hard on zoning.

RD: Yes. Before we had zoning in Arizona, there was a group of us here in an organization called the Tucson Regional Plan. We spent a lot of time in the legislature trying to get them to approve laws that would enable a city and a county to adopt zoning and planning. We finally got it passed. And when it was passed and was approved, the county put it into effect here. Then the realtors, a bunch of them, got together and called for a referendum. I was one of the few realtors that was on the other side working to defeat this effort to nullify the planning. And we won by two to one so zoning and planning became a fact of life.

ZL: That was in the early 50s.

RD: Yes. Zoning is fine and planning is fine, but, if you don't have the zoning, you don't have any teeth to enforce the planning. So you have to have the two together.

ZL: You were helping to work on the freeway funds in the 1950s. Tucson didn't have and freeways at that time . . .

RD: Neither did Phoenix.

ZL: And neither did Phoenix. Tucson got a freeway first.

RD: Yes. The Phoenix people turned it down. They didn't want a freeway. They didn't want to have a road that would take the main trucks off of Van Buren. We were able to get a law. We finally got the state agency, the highway department, to say, "Well, all right, we'll give you the \$900,000. We'll give you that money, providing you buy the right-of-way. So, we had to come back and get money voted to buy the right-of-way. We had quite a battle because a lot of people wanted the trucks to go right down Stone Avenue. There were cattle trucks and dynamite trucks from the Apache Powder Company in Benson



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going right through town. It's a dangerous thing. We finally got it approved. And that was the first freeway, but unfortunately Tucson (laughter) doesn't want any more freeways. They just wanted that one, and Phoenix has been smart and has a lot of freeways. I think that's great, and we should come to that. And we will someday, but it's gonna cost a lot more money to do it. But we'll eventually come to it, I'm sure.

ZL: Right of ways will be a lot more expensive.

RD: Much more expensive.

ZL: I just wanted to mention, we've talked a lot about the Urban Land Institute, but you served as national president for three terms, for three years.

RD: Almost three. Two and half years, yes. And I'm still on the executive committee.

ZL: And you were the first ever emeritus member.

RD: I was the first emeritus member of the Urban Land Institute. Yes, that was quite a nice honor.

ZL: And the ULI started working on something called "Project 2000."

RD: Yes, we started on that one. We got together with the National Association of Planners. We got several other groups, civil engineers and other people. But I wasn't able to stay in Washington all that time. If I'd been there all the time, we could have put it together. But other people didn't seem to have the interest that I did, and maybe they were right. Maybe it wasn't the right time for it. But I wanted to see a super organization that would pull all these groups together, everybody who was building something. We had the architects, we had the engineers, civil engineers and we had the planners. And we needed to get two or three more groups that would agree to put some money into and form an organization. We never could quite . . .

ZL: Quite put it over the top.

RD: Oh, and I guess it was partly because I had to run a business. I guess I have to mark it down as one of the things that I wanted to do and wasn't quite successful in doing. It wasn't a complete failure, but it wasn't successful either.

ZL: Well now, here was a success story for sure, and that was the Drachman system of parking. Can you tell me about that?



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RD: That was something that I happened to see, just happened to stumble on to it. That was the fact that you could get the small cars parked in the same group with the larger cars, but the turn that a small car could make to get into the parking space was narrower and smaller, and only the small cars could make that turn. But the trouble is that people don't pay attention to the parking lines and the parking lanes.

ZL: And the signs that say, "Compact cars."

RD: Yes. But there were some forty cities in California that adopted the Drachman system, and some of them have found it successful, I guess. I don't know if they're still doing it or not.

ZL: Certainly California has plenty of automobiles.

RD: Yes, it does.

ZL: What do you see ahead for Arizona in terms of development and our increased population?

RD: Why, I think Arizona is gonna become a very heavily populated state in time. I think we're gonna continue to grow. Phoenix is just a fantastic community, and, as you can see, it is just booming. It's because people realize that Arizona is well positioned in a lot of ways. We don't have serious earthquakes. We don't have serious tornadoes. We have a lot of hot air, and it gets hotter than the devil. But people can put up with that with the air conditioning. It didn't get hot here until I was twenty-five, and then it kept getting hotter and hotter and hotter. So, the young people don't mind it so much. And people that are older, by the time they get older they can afford to get out of here and go to the White Mountains, or go to California, or back east to Michigan or wherever they want to go. But I think Arizona's gonna continue to grow rapidly. I think its gonna be a very good place, a good way of life. I think people can live a good life here. I think that's one of the things that's gonna make it. Well, I think the fact that we've got some good educational systems. The University of Arizona really has a fine medical center that's really attracting people here. Phoenix, likewise, has excellent facilities like that. So, I think that we're gonna continue to expand and grow.

I think we need to be a little more conscious of the environment and the importance of clean air, and things like that which are becoming well established. There's a new development here that we've been planning and working on for fifteen years called Civano. It's a solar village. It's 830 acres of land. The state's gonna auction the land off on June the 26th of this year. I think you're gonna establish a trend of people living in houses. It's gonna be a little more expensive to build, but they're gonna be able to make such great savings in the cost of energy and water that it's gonna catch on. Already home builders who laughed at the project now are embracing it, saying, "Well, it's the public who wants this." I think they realize that the public

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wants this type of environment. They want to live in that kind of a place. I think you're gonna see that kind of a development copied in many other places. In Tucson this one is really ahead of the rest of the world. I think a lot of people are paying attention to it. It's gonna take a while, but, I'd say, in three years from now you'll see that it's very popular.

ZL: Interesting. You've had a long and very close relationship with the U of A.

RD: Yes.

ZL: And you've been extremely generous with the institution and you've helped them with many projects over the years. There was a lot of controversy about the medical school before it was constructed.

RD: Yes.

ZL: About where it would be located and how . . .

RD: Yes. and who would pay for it.

ZL: (Laughter.) Right.

RD: Well. you know, when they first started talking about it, there was a commission appointed by the state legislature and the governor. It was called the Volker Commission because a man by the name of Volker was the chairman of it. He was the Dean of the College of Medicine at the University of Alabama. He and another dean of another medical school at the University of Michigan were two of the men that were on this commission. They were asked to study two things. First, did Arizona need one? Should one be built? And secondly, where should it be built? And they came to the conclusion it should be built and they recommended the University of Arizona.

ZL: What year was that?

RD: I'd say it was about mid 1960s, about 35 years ago. The state had appropriated, I think, a couple of hundred thousand dollars for the study. Then because it was at the University of Arizona, not in Phoenix, the legislature wouldn't appropriate any money for it. Bill Matthews, who was the publisher of the *Tucson Daily Star* and was strong for the university, had been on the Board of Regents. He formed a committee to go out and raise three million dollars, knowing that if they got three million there'd be matching funds of six million from the Hill-Burton funds, which would give it a total of nine million, and the nine million could start the school. So, he went out to raise three million dollars, and a bunch of us worked on it. We raised the three million dollars. The largest contribution we got was from the Kresge Foundation. I was

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responsible for that because I knew the Kresge people and I'd talked to them when I was back in Detroit one time. And they said, "Are you an official of the university." And I said, "No, I'm not." "Well, can you get somebody back here who is?" And I said, "Yes, I can get the president of the university." So I came back and talked to Dick Harvill and we went back there and met with them.

ZL: Dr. Harvill was president of the university at that time?

RD: Yes, and he asked for three hundred thousand dollars. They agreed to do it over a period of three years. They gave us the three hundred thousand of the three million, ten percent, which was the largest contribution we had. So we were off and running then.

ZL: And how did you combat the opposition from the Phoenix area?

RD.: Well, I think after that, they recognized that it had to be done. It was gonna be done, but Phoenix people were interested at that time in trying to get the Central Arizona Project approved. They needed the approval of the entire state to work on it, to favor it. The Tucson people were angling, trying to get the medical school for the university. So they made a deal. They compromised. They said, "We'll support your Central Arizona Project. You support the University of Arizona." So, some of the top executives in Phoenix and Tucson got together and they agreed to do that. That was the end of the battle, and it made a lot of sense.

ZL: Good compromise.

RD: Yes, good for both places.

ZL: Now, one of the more interesting things you've done for the U of A was to donate a million dollars to found a Roy P. Drachman Institute for land and redevelopment studies.

RD: Well, no. I gave a million dollars to the Cancer Center. Then, all together, I have given them about six or seven hundred thousand dollars for the Drachman Institute. But I got other people to match those funds. Sol Price has come up with six hundred thousand dollars.

ZL: Share why you felt a need for this institute.

RD: Well, I felt that we needed to have a place where people could come, for smaller cities that couldn't afford to have planning departments, that could develop plans for towns like Douglas, and Yuma, and smaller cities. They could come here or go someplace where somebody would assist them in doing their planning. So the institute has helped plan the City of Yuma, and the City of Douglas, and some other



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communities around the state. I thought that the Drachman Institute, or the institute at the university, should do in the Southwest similar to what the ULI does nationally and internationally. That's to improve the quality of the land, the use of land in urban areas, and it's working. They get a lot of grants. They have about twenty-nine, thirty people working there almost full time.

ZL: Now, do they have seminars where they'll send information out to the rural areas, small communities?

RD: Oh, yes.

ZL: And then bring them in for . . .

RD: Well, they don't do so many seminars. They do it more on a personal basis. I mean, they invite people to come in. We've had some seminars. We had a seminar in Phoenix on the Super Fund. We had people from all over the United States come here for that. They are doing a lot of one-on-one of small groups meeting with people in various communities to . . .

ZL: Because each one is so individualized.

RD: That's right. We do a lot on transportation. The director in charge there, Dr. Rosenbloom, is a real expert on transportation. She is considered one of the world's authorities on transportation for handicapped people, for vans, and buses, and things like that. She lectures all over the world. She's been down to New Zealand, South America, South Africa, Scandinavian countries, and Germany. She does a lot of lecturing.

ZL: You've done so much at the U of A, but I'd just like to mention a couple of items. You mentioned the Cancer Center, and then in 1985 you received an honorary doctor of law degree.

RD: Yes, which was a nice thing. I registered at the University of Arizona in 1924, and then sixty-three years later I got my degree (laughter). I was a slow learner.

ZL: And then you made a donation to the athletic department at the U of A. And the track stadium is named the Roy P. Drachman Stadium.

RD: Well, Cedric Dempsey, who was the Director of Athletics, came out to see me one day and said that they were having a Pack Ten Conference Track Meet here. They didn't have buildings or dressing rooms and things like that, and they had to have some stands built. I said, "Well, what is it you need?" And he said, "Well, we need about \$400,000." So, I happened to be flush at the time, and I said, "All right, I'll do it." And I didn't want it to be named for me. He said, "Well, we'll name it." And I said, "Well, I don't want

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it to be done during my lifetime." And he said he wouldn't. Well, then a friend of mine by the name of Jack Sakrison, who since has died was a kind of a blabbermouth guy. A good friend, but I mean . . .

ZL: Now, wasn't he on the Board of Regents?

RD: No, he wasn't, but he was the head of one of the banks here. A nice guy, and when I say, "blabbermouth," I was just kind of saying that with respect. But he thought it should be done during my lifetime. So he let it leak out and told the papers, and so forth. So it was announced. He was the guy that kind of caused it to happen. I said, "Wait till after I pass on. Then, if you want to do it, that's all right."

ZL: Did you make a conscious decision that you would give back to the community in terms of leadership, and service, and financial aid, or did it just kind of evolve?

RD: I think it kind of evolved, but then I would think sometimes about something and I'd say, "Well, it ought to be done, and if I can't get anybody else to do it, I'll do it myself, I guess." So I felt that things had to be done. I couldn't expect somebody else to do it if I wouldn't do it. Somebody has to do these things. I remember when we had a bad board of directors out at the community college here, Pima Community College. We had some people out there that were just bad people. The College had lost its accreditation and it was a serious thing. One day, I started calling people, and I called about forty-five people. They said, "Well, sure we would be glad to work with you on it and do whatever you want." They were prominent people. I said, "Well, I can use your name?" And they said, "Sure." So, I called the newspapers and told them about it, and I said, "Something's gonna have to happen out there." We never had a meeting of the group, but the word got out that we were going to do some things, and one by one those board members fell by the wayside. They either resigned or they came to see me. I would just lay down the law. I said, "You are doing this wrong, and so forth and so on, and we're gonna have an election, and we're gonna beat you. Now, you can go down gracefully and retire, resign, or you're gonna face a battle." When they saw the names of the people that we had, most of them backed off. That was the end of that, but it took six months, I guess. But it was one of those things that to me was just so apparent that should be done. So I didn't know anybody to call and say, "Go do it."

ZL: Except yourself.

RD: Well, I just thought, "Well, we ought to get together and do it," and then we got involved in this water thing last year, five or six of us. We tried to help them. We recommended finally that the city get out of the water business. I still think that's the thing that should happen. A lot of people agree. One of these days I think it will happen, but it's gonna take a while yet.

ZL: And so, what's happening now?



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RD: Oh, the city's fighting, and the people are all fussing about the water. How much should be done with the water. Whether it should be treated and then put in the ground. Or whether it should be put in the ground and, if so, where and how.

ZL: This is the CAP water?

RD: Yes. So they're still fussing about it. There's been some good people get involved in it. Some good people are working hard at it, and I think they'll get it done.

ZL: You're 89 years old, and by this age most people are retired, but I asked you and you said you still are working five days a week.

RD: Yes, that's right.

ZL: And you travel still?

RD: Yes.

ZL: Extensively. You're ready to take off for a week's conference.

RD: Yes.

ZL: To what do you attribute your wonderful amount of energy, and your enthusiasm for life?

RD: Well, I don't know. I've had boundless energy. I hardly ever get tired. I never have. I've always felt like getting up and doing things. I've been lucky. I haven't had the health problems that other people have. I'm beginning to feel it now because I had a pacemaker put in . . . Before that, I was beginning to have these very rapid arrhythmia attacks, a rapid heartbeat.

ZL: Is this pacemaker recent?

RD: Yes, last August. My heart beat went up as high as 162 beats a minute. They put a monitor on me, and they found out that it was down to 26 beats a minutes. When they said 26, they don't know whether you're alive or dead (laughter). So they decided to put in a pacemaker, which I wanted them to do. I still have little problems once in a while. I still walk two miles every day.

ZL: Do you really?



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RD: I did yesterday, and I plan, if I get through with the deposition in time, to do it again today.

ZL: Now, what about leisure time activities. Do you still play golf?

RD: I haven't played golf in the last three or four months. The doctors told me I could play nine holes once a week. I was used to playing eighteen holes three, four, and five times a week. So, I had to back off, but I'm gonna take my clubs with me to La Jolla this summer and try it again. And if I can't, well I've played golf for seventy years, and I've had a wonderful time, and met a lot of wonderful friends. It's been an important part of my life, and I've had the best of it. And I've played golf on some of the best golf courses all over the world. So if I have to give it up, I have to give it up. That's all. It won't bother me too much.

ZL: Travel has been very important to you also.

RD: Yes, I've loved traveling, and going places, and seeing things. We've done that a lot, and I still enjoy doing it, although it's not as much fun as it used to be.

ZL: Now, you have two children, a son and a daughter.

RD: Two children, seven grandchildren, and nineteen great grandchildren, and it's a hatful(laughter).

ZL: Yes. Of all the things that you've accomplished. can you name one thing of which you are the most proud?

RD: I don't know. I think I'm proud of the fact that most people recognize that I'm honest, and that I say what I think, and that I mean what I say. When I say honest, I don't mean not being a crook, but I mean I'm honest in my loyalties and in my efforts to do something for a community, or for some people. I'm really interested in trying to do things like that. I have people that have been important to me. They've been very kind and respectful, and I appreciate that very much. I've had many good friends for many years that have been very kind to me and I enjoy that, knowing that I have a lot of friends. Some of them are important, and they think well of me. I know that everybody doesn't, but I know enough of them that do, so that offsets those who don't. And those that don't I can't be worried about.

ZL: If you could speak to young people of today, what message would you like to share with them?

RD: Well, I think that the most important thing that a person has is his reputation: a reputation for being an honorable person, for being sincere, for being dependable, for recognizing that you can't be everything to everybody, but that you can be something important in some ways. And to try to become proficient or an



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expert in something, then stay with it and be responsible too. I think the most important thing is to have a good reputation and to deserve the reputation as being somebody that's reliable. They can count on you as a friend. That they know where you stand, and that you are consistent with whatever it is you believe, that you really believe it and work at it.

So, I think young people should certainly get an education if they possibly can. But they don't necessarily need to have a doctor's degree in any particular subject to be considered to be an expert, or considered to be knowledgeable. But I think the more they can learn, the better off they are. I think it's important that they step up to their responsibilities.

It bothers me that we've become kind of trashy in our thoughts. The language we use, I think is terrible. Some of the things that people say and the way they say them, and some of the language they use is awful. To me that indicates coarseness and a lack of respect for themselves, for their position in life, for their business, for their friends and their family. I am sorry to see so many trashy things that are more or less popular. I don't mean just in entertainment, but I mean in all kinds of things that people don't have respect for each other. They're not as civil as they used to be, and I think it's a shame. I think it's a downgrading of our civilization. I think it's deteriorated, and it bothers me. I don't know what I can do about it, but I try.

ZL: I think by leading the kind of life that you have, you're a great inspiration.

RD: Well, I hope so. I think it's very important for young people to have good role models. I think a lot of people select the wrong kind of role model, and as a result they try to emulate them. That leads to all kinds of stupid decisions. I never smoked a cigarette in my life. It never bothered me that the kids would all call me a sissy and say, "Why don't you do this and do that?" I didn't mind. It didn't bother me. I didn't care what they thought about it. I just thought I was doing what I thought was right. I wasn't doing it because I wanted to live a long time. My father told me I never could be a big league ball player if I smoked. And I wanted to be a big league ball player. Of course, there were a lot of other things that I lacked in the way of talent, and size, and ability, but I think that you got to decide what you want to do and try to keep that in mind, what your goals are. Observe people who are successful, and how they dress, how they talk, how they act, what they do and how they conduct themselves. I think those things are important because you can learn from other people.

ZL: Well, Mr. Drachman, that concludes our interview and I'd like to thank you very much.

RD: Well, thank you. You've been very patient, and if you think of something else you want to call me and ask me about, I'll be glad to fill in and talk some more.

ZL: Thank you.



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