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## The Spirit in Architecture

SAH/SCC Film & Talk: Downtown LA  
Saturday, July 31, 2010, 2PM

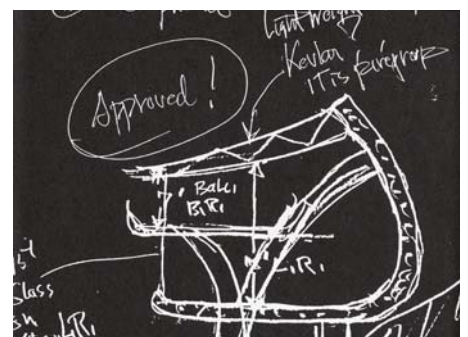
Filmmaker Bette Jane Cohen presents "The Spirit in Architecture: John Lautner" in a special screening presented by SAH/SCC and the Southern California Institute of Architecture (SCI-Arc). The presentation—followed by a panel discussion—will take place at SCI-Arc (Gary Paige, 2000) in Downtown LA.

The film journeys into Lautner's world with footage from his apprenticeship with Frank Lloyd Wright at Taliesin, extensive documentation of his extraordinary buildings, interviews with historians, critics, collaborators, and clients, and engaging footage of Lautner himself.

After discovering Lautner's work for herself and getting the opportunity to meet him, Cohen recalls: "He was speaking about many ideas he wished he could show visually. I thought film would be a wonderful way to portray these ideas, to portray the complex flowing spaces, and to describe the creative forces behind them." She started the film in 1988, documenting Lautner's buildings, contemporaries, and collaborators, and it premiered in 1991 at the Museum of Contemporary Art, LA. "John was great to interview," Cohen continues. "I loved talking to him about intangibles: integrity, justice, honor, truth, and beauty. John lived by his philosophy."

Following the screening a lively group will come together to discuss Lautner's work on film and off: award-winning filmmaker Cohen, who is currently working on "In Search of a Living Architecture," a documentary on architect Albert Frey; architect and film co-writer Tom Marble of Marble Architecture, whose romantic comedy about architecture and urbanism is called "After the city, this (is how we live)"; script consultant and co-producer Evelyn Wendell, who has worked at Paramount Studios in feature film marketing and feature film development; author, historian, and architect Alan Hess, who writes regularly for the *San Jose Mercury News* and continues to publish books on residential and commercial Modern architecture and architects; and Lautner scholar Jon Yoder, who is currently preparing his UCLA doctoral dissertation as a book titled *Widescreen Architecture: The Immersive Visuality of John Lautner*.

*The Spirit in Architecture*: Saturday, July 31, 2010; 2PM; Southern California Institute of Architecture (SCI-Arc), 960 E. 3rd St., LA; free for SCI-Arc students and alumni; \$15 for SAH/SCC Members; \$30 for non-members; see back page for order form or go to [www.sahscc.org](http://www.sahscc.org).



Photos: courtesy Bette Jane Cohen

# SAH/SCC President's Letter

Southern California recently lost another of its important modern architects, Richard L. Dorman. Dorman passed away in April at the age of 87 at his home in Santa Fe, having moved there from Southern California in 1975.

Dorman was a member of the generation of architects whose architectural education was delayed by service in World War II and then made possible by the G.I. Bill. A graduate of USC in 1951, Dorman is most often associated with corporate architecture: first through his design work at Welton Becket and Associates, then in his own practice, Richard Dorman and Associates. During the first five years of having his own firm, Dorman won 10 national and regional design awards. By 1961, Esther McCoy identified him as one of the promising "Young Architects in the United States," along with Victor Lundy, Ray Kappe, Ulrich Franzen, and Paolo Soleri.

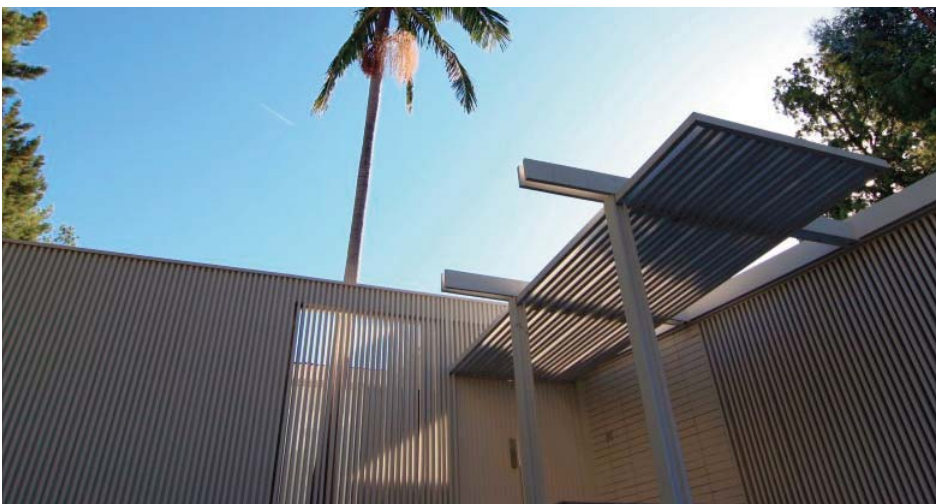
Ironically, I was introduced to Dorman's work through a decaying post-and-beam residence almost literally in my own back yard, the Milinkin Residence. Designed in 1964 as a playful series of interconnected glass pavilions, the house piqued my curiosity and my research on Dorman has revealed his career-long interest in designing innovative modern homes that demonstrated his mastery of siting, plan, and section and expressed Dorman's philosophy of "total design." His Seidenbaum Residence (1966) was widely published and recognized, with the AIA calling it "...among the greatest pieces of architecture between 1947 and 1967."

Sadly, Dorman's phone number was sitting on my desk this spring, awaiting a summer respite when I might call and/or visit to learn more about the man and his work. It is a painful reminder that there is much Southern California architectural history that is slipping away and needs to be captured.

The recent documentary film "Journeyman Architect: The Life and Work of William Krisel" is a good example of the kind of recognition the post-war, G.I. Bill graduates deserve. This group of architects came later to education and were often more pragmatic in their practices than the younger students they graduated with. Yet the architecture of Lundy, Krisel, and Dorman belies a plasticity, use of color, and gusto borne out of their unique experiences and larger-than-life personalities. Lundy was wounded on the battlefields of the European theatre. Dorman flew the B-24 bomber, *Tropic Knight*, in the Pacific. Krisel, given his command of the Chinese language from growing up in China, was assigned to General Stillwell in the Pacific as his interpreter. In 1962, *Life* magazine named Richard L. Dorman to its list of 100 national trendsetters selected from across all industries dubbed, "The Take Over Generation."

Dorman's passing sadly reminds us of the remarkably rich and diverse architectural legacies of individuals who played significant roles in shaping the built environment we sometimes take for granted here in Southern California. His is a legacy we feel privileged to have available to us, to reveal, explore, and share with you, our members.

Sian Winship



Bel Air Estates residence (1961) by architect Richard Dorman.



SOCIETY OF ARCHITECTURAL HISTORIANS  
SOUTHERN CALIFORNIA CHAPTER

## Tour and Event Information:

1.800.972.4722;

[info@sahscc.org](mailto:info@sahscc.org)

SAH/SCC NEWS is published bi-monthly by the Society of Architectural Historians / Southern California Chapter. Subscription is a benefit of membership and provides members with one of the most comprehensive calendars of architectural events in Southern California and advance notice of exclusive SAH/SCC architectural events and tours.

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September/October 2010 issue deadline for newsletter information and ads: August 10, 2010. Please send all ad materials, notices of events, and news to the attention of the editor:

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Questions: Call 800.9SAHSCC.

Photo: you-are-here.com



# Windows Into Eagle Rock

SAH/SCC Talk: Glendale  
Sunday, August 15, 2010, 1:30PM

The *Eagle Rock* volume in the *Images of America* series of historical books published by Arcadia Publishing sheds light on what was once a small farming community on Tongva ancestral lands. The author, SAH/SCC Life Member Eric Warren, will give the colorful history of this area that he knows so well with a slide talk based on the book, which will be available for purchase and signing. The talk takes place at the Central Library (Welton Becket Associates, 1973) in neighboring Glendale.

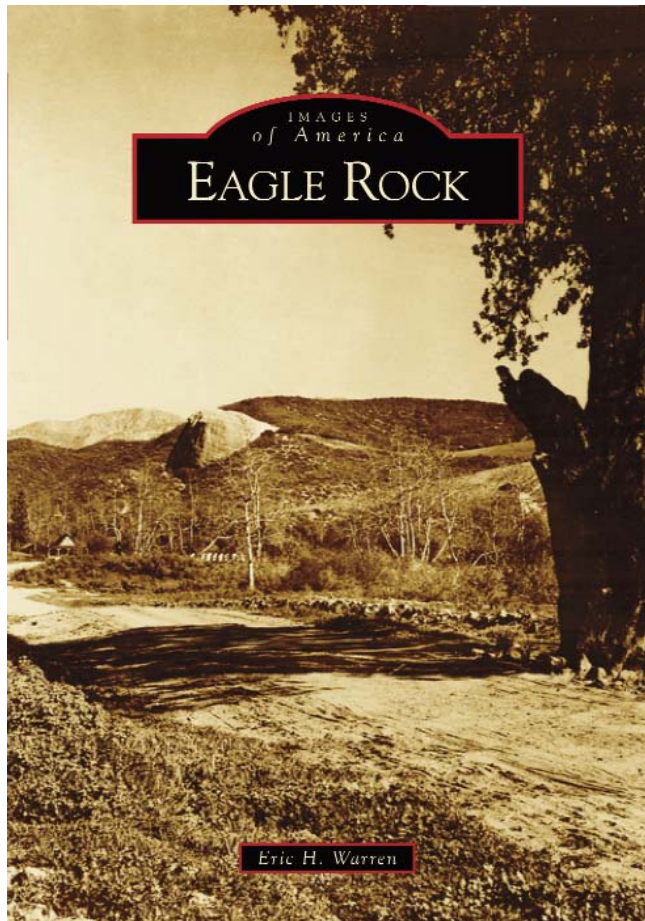
A native of the area and president of the Eagle Rock Valley Historical Society, Warren selected remarkable vintage images of his neighborhood's past from the Society's outstanding archives as well as from other public and private collections. They illustrate Eagle Rock's steady evolution from an oak-shaded valley into one of Los Angeles's great neighborhoods.

By 1906, trolleys made for an easy commute to Los Angeles, and Eagle Rock, which incorporated as a city in 1911, became increasingly integrated in the urban fabric yet remained defined by its residential nature and small-town character. The annexation of Eagle Rock by Los Angeles in 1923 brought ample water supply as well as Eagle Rock High School, a center of town life, into the 21st century. Freeway construction and shifts in business patterns affected Eagle Rock's growth in the post-World War II years, but the pleasant neighborhood identity remains despite its proximity to urban bustle.

*Windows Into Eagle Rock: Saturday, August 15, 2010; 1:30PM; Central Library Auditorium, 222 East Harvard St., Glendale; free; 818.548.2042.*



Author and SAH/SCC Life Member Eric Warren.



## SAH/SCC Members

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*continues*

## SAVE THE DATE

# A Shared Perspective: Case Study Apartments and Beyond

SAH/SCC Talk: Santa Monica  
Saturday, September 18, 2010, 1PM

Phoenix-based architect Edward (Ned) B. Sawyer will present a history of his work with fellow architect Alfred Newman Beadle on a series of modern apartment buildings originally commissioned by *Arts & Architecture Magazine*. Although many people are familiar with the legendary California Case Study House Program started by *Arts & Architecture* publisher John Entenza, it is often forgotten that the program shifted focus in the 1960s from single-family residential projects to multi-family, multi-unit apartment buildings. Sawyer will talk about his work with Beadle on the Case Study apartments in Phoenix, AZ, as well as their long-standing collaboration on many modern buildings. This presentation will feature archival materials and seldom-seen photographs of their work. Sawyer will present his talk at the main branch of the Santa Monica Public Library (Moore Ruble Yudell, 2006).

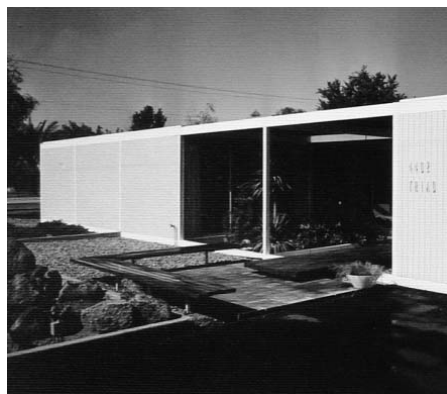
*A Shared Perspective:*  
Saturday, September 18, 2010; 1PM;  
Martin Luther King, Jr. Auditorium,  
Santa Monica Public Library, Main Library,  
601 Santa Monica Blvd.; free;  
310.458.8600.



The Pavillion (1980), Edward B. Sawyer



Corbus Desert Dwelling (1977), Edward B. Sawyer



Triad Apartments (1963-64), Al Beadle and Edward B. Sawyer

Photos: courtesy of Ned Sawyer

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### New Student Members:

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Emma Ross

**1, Thursday**

*Just Enough: Lessons in Living Green From Traditional Japan.* Brown-bag lecture & book signing with author Azby Brown. AIA San Francisco, Halidie Building (Polk 1917); 12PM; res. req. 415.362.7397. aiasf.org.

**3, Saturday**

*Angelino Heights.* Walking tour of LA's Victorian architecture. LA Conservancy; 10AM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**3, 17, Saturday**

*Downtown's Modern Skyline.* Tour of LA architecture, art, open spaces. LA Conservancy; 10AM; \$5-10. 213.623.2489. laconservancy.org.

**3, 10, 17, 24, 31, Saturday**

*Neon Cruise.* Nighttime bus tour of neon signs in downtown LA & Hollywood. Museum of Neon Art, 136 W. 4th St.; 7:30-11PM; \$45-55; res. req. 213.489.9918. neonmona.org.

**6, Tuesday**

*Is Good Architecture a Luxury?* Interview of architect Michael Maltzan by architecture journalist Frances Anderton. Zócalo/LA DCA; Petersen Automotive Museum (Wurdeman & Becket 1947), 6060 Wilshire Blvd.; 7:30PM; res. req. 213.381.2541. zocalopublicsquare.org.

**7, Wednesday**

*Gaetano Pesce.* Lecture with the Italian architect & designer. Istituto Italiano di Cultura; UCLA Hammer Museum (Barnes 1990), 10899 Wilshire Blvd., LA; 7PM. 310.443.7000. hammer.ucla.edu.

**8, Thursday**

*Comparison of Japanese & Chinese Gardens.* Talk & plant sale with Asian gardens curator David MacLaren. Huntington Library (Hunt & Grey 1910), 1151 Oxford Rd., San Marino; 2:30PM. 626.405.2100. huntington.org.

**8, Thursday**

*Historic American Landscapes Survey.* Overview of new Historic American Landscapes Survey (HALS) program with HALS Northern California Chapter co-chair

Chris Pattillo. ASLA/Northern California Chapter; AIA San Francisco, Halidie Building (Polk 1917); 6:30PM. 415.362.7397. asla-ncc.org.

**8, Thursday**

*Triskelion: The Story of the Presidio Habitats Exhibition Pavilion.* Talk with San Francisco architects Zoe Prillinger & Luke Ogrzydziak. The Presidio Trust; Log Cabin (US Army 1937), SF; 7-8PM. 415.561.5418. presidiotrust.gov.

**9, Friday**

*Shinn Historic Park & Arboretum.* Tour of 1840 cottage, 1876 ranch house & surrounding landscape. Berkeley Architectural Heritage Association; Fremont; 11AM; \$15; res. req. 510.841.2242. berkeleyheritage.com.

**10, 24, Saturday**

*Downtown Renaissance: Spring & Main.* Tour of LA's former financial district. LA Conservancy; 10AM; \$5-10. 213.623.2489. laconservancy.org.

**15, Thursday**

*Live + Work.* Talk & book signing with Shubin + Donaldson Architects. Hennessey & Ingalls (Marmol Radziner 2003), 214 Wilshire Blvd., Santa Monica; 6-8PM. 310.458.9074. hennesseyingalls.com.

**17, Saturday**

*Union Station.* Walking tour of architecture & history of LA's Union Passenger Terminal (Parkinson; Christie, Gilman, Wirth; Tomson 1934-39). LA Conservancy; 10AM; \$5-10. 213.623.2489. laconservancy.org.

**17, Saturday**

*LA Transformed: Fletcher Bowron's Urban Reform Revival.* Lecture with historian Tom Sitton on Mayor Bowron (1938-53). LA City Historical Society; LA Central Library (Goodhue & Winslow 1922-26), 630 W. 5th St.; 2PM. 323.936.2912. lacityhistory.org.

**21, Wednesday**

*Downtown at Sunset—Little Tokyo.* Walking tour of the historic heart of LA's Japanese community. LA Conservancy; 5:30PM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**21, Wednesday**

*Downtown at Sunset—Art Deco.* Walking tour of LA's Art Deco architecture & ornamentation from the 1920s & '30s. LA Conservancy; 5:30PM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**22, Thursday**

*Reweaving the Social Fabric of Skid Row.* Panel discussion on community & culture in Skid Row with visual artist Clyde Casey, artist/activist Manuel Compito, LA Catholic Worker co-founder Jeff Dietrich, artist/activist John Malpede, LA CAN founder Pete White. LA Poverty Department; ALOUD; Central Library (Goodhue & Winslow 1922-26), 630 W. 5th St., LA; 7PM; res. req. 213.228.7025. aloudla.org.

**23, Friday**

*A Greener City Through Better Land Use.* Discussion on public transportation with METRO & California High-Speed Rail Authority board member Richard Katz. AIA/LA; HNTB Architecture, 601 W. Fifth St. (Allison & Allison 1931), LA; 8-9:30AM; \$15-30; res. req. 213.639.0777. aialosangeles.org.

**24, Saturday**

*Dingbat as Cultural Icon.* Panel discussion on LA apartment buildings moderated by LA Forum board member Michael Osman, with architect Barbara Bestor, architect & writer Alan Hess, architecture critic Christopher Hawthorne & architecture writer Mimi Zeiger. LA Forum for Architecture & Urbanism; W.H.E., 6518 Hollywood Blvd.; 3-6PM. laforum.org.

**SAH/SCC EVENT****31, Saturday****The Spirit in Architecture**

Film on John Lautner.  
See Page 1 for details.



Photo: courtesy Bette Jane Cohen

**28, Wednesday**

**Downtown at Sunset—City Hall.** Tour of architecture & history of LA City Hall (Austin; Parkinson; Martin 1926-28). LA Conservancy; 5:30PM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**28, Wednesday**

**Downtown at Sunset—Modern Skyline.** Tour of architecture, art & open spaces of Downtown LA's Central Business District. LA Conservancy; 5:30PM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**29, Thursday**

**Redesigning Hospitals: The Evolution From Acute to Ambulatory Care.** Lecture with USC School of Policy, Planning & Development undergraduate programs director David Sloane. Huntington Library (Hunt & Grey 1910), 1151 Oxford Rd., San Marino; 7:30PM. 626.405.2100. huntington.org.

**31, Saturday**

**Little Tokyo.** Walking tour. Japanese American National Museum (HOK 1999), 369 E. First St., LA; 10:15AM; \$9-14; res. req. 213.625.0414. janm.org.

**31, Saturday**

**Big City Forum #18.** Conversation on design & sustainability with designers Louise Sandhaus, Jessica Fleischmann, Brian Roettinger, Sean Donahue & Adam Eeuwens. Edward Cella Art + Architecture, 6018 Wilshire Blvd., LA; 4-6PM; res. req. 323.525.0053. edwardcella.com.

## August

**3, Tuesday**

**Koolhaus HouseLife.** Screening of the 2008 film chronicling daily life in Rem Koolhaas' House in Bordeaux (1998) directed by Ila Bêka & Louise Lemoine. UCLA Hammer Museum (Barnes 1990), 10899 Wilshire Blvd., LA; 7PM. 310.443.7000. hammer.ucla.edu.

**4, 18, Wednesday**

**Downtown at Sunset—Little Tokyo.** Walking tour of the historic heart of LA's Japanese community. LA Conservancy; 5:30PM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**4, 25, Wednesday**

**Downtown at Sunset—Union Station.** Walking tour of the architecture & history of LA's Union Passenger Terminal (Parkinson; Christie, Gilman, Wirth; Tomson 1934-39). LA Conservancy; 10AM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**6, Friday**

**Berkeley City Club.** Tour of 1929 Julia Morgan club with original furnishings & accessories. Berkeley Architectural Heritage Association; 2315 Durant Ave., Berkeley; 11AM; \$15; res. req. 510.841.2242. berkeleyheritage.com.

**7, Saturday**

**Angelino Heights.** Walking tour of LA's Victorian architecture. LA Conservancy; 10AM; \$5-10; res. req. 213.623.2489. laconservancy.org.

**7, Saturday**

**16 Years Later: The Heart Mountain Barracks.** Talk with former inmates & preservationists of Japanese internment barracks. Japanese American National Museum (HOK 1999), 369 E. First St., LA; 2PM; res. req. 213.625.0414. janm.org.

**7, 14, 21, 28, Saturday**

**Neon Cruise.** Nighttime bus tour of neon signs in downtown LA & Hollywood. Museum of Neon Art, 136 W. 4th St.; 7:30-11PM; \$45-55; res. req. 213.489.9918. neonmona.org.

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**11, Wednesday**

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**22, Sunday**

**The East-West House: Noguchi's Childhood in Japan.** Family talk & craft workshop with author/illustrator Christy Hale on the sculptor & designer's life as a boy in the US & Japan. Norton Simon Museum (Ladd & Kelsey 1969), 411 W. Colorado Blvd., Pasadena; 2-3:30PM. 626.449.6840. nortonsimon.org.

**24, Tuesday**

**The Art of Surfboard Shaping.** Lecture with surfboard shaper Scott Anderson. UCLA Hammer Museum (Barnes 1990), 10899 Wilshire Blvd., LA; 7PM. 310.443.7000. hammer.ucla.edu.

**28, Saturday**

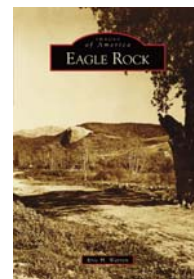
**Little Tokyo.** Walking tour. Japanese American National Museum (HOK 1999), 369 E. First St., LA; 10:15AM; \$9-14; res. req. 213.625.0414. janm.org.

**29, Sunday**

**Street Art.** Tours of photographic elevations examining warehouse façades, cinderblock walls, wooden barriers, fences, etc., that have become unofficial, artistic expression with filmmaker & photographer Larry Yust. UCLA Fowler Museum (Savran; Warnecke; Murdock 1992), LA; 1PM & 3PM. 310.825.4361. fowler.ucla.edu.

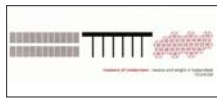
## SAH/SCC EVENT

15, Sunday



**Windows Into Eagle Rock**  
Slide talk and book signing.  
See Page 3 for details.

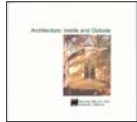
# SAH/SCC PUBLICATIONS



\_\_\_\_\_ at \$5 each  
**Masters of Modernism:** 8-Page, two-color brochure featuring works of Richard Neutra and Frank Lloyd Wright in Bakersfield.



\_\_\_\_\_ at \$3 each  
**Paul Tay, Architect:** 4"x 8" color brochure featuring five modern ranch-style homes in Long Beach



\_\_\_\_\_ at \$3 each  
**Architecture: Inside and Outside:** 5"x5" folded color brochure featuring Santa Barbara's Lotusland, Casa del Herrero, and Val Verde



\_\_\_\_\_ at \$12 each  
**Out of the Shadow:** 24-page, two-color brochure from Phoenix travel tour featuring the work of Frank Lloyd Wright, Al Beadle, Blaine Drake, Paolo Soleri, Edward B. Sawyer, Bennie Gonzales, and Will Bruder



\_\_\_\_\_ at \$3 each  
**A Block in Glendale:** pocket-size fandeck of cards featuring five diverse properties—including a Paul Williams residence—plus historical background information on the Brockmont Heights subdivision



\_\_\_\_\_ at \$8 each  
**Rodney Walker 3 30 90:** 12-page brochure featuring nine homes on five sites, as well as the architect's use of the three-foot module



\_\_\_\_\_ at \$8 each  
**Space and Learning:** eight-page, four-color brochure on the historical and contemporary legacy of LA school architecture, featuring projects by Richard Neutra, Thom Mayne, Rios Clementi Hale Studios, and others



\_\_\_\_\_ at \$5 each  
**Rodney Walker: The Ojai Years:** tri-fold, black-and-white brochure featuring Walker's important residences in Ojai, with pictures and article by historian David Mason



\_\_\_\_\_ at \$2 each  
**Kesling Homes:** bi-fold, two-color brochure from the "Kesling Modern Structures" tour



\_\_\_\_\_ at \$2 each  
**Union Station and MTA Transit Center:** bi-fold map for a self-guided walking tour including historical facts and photos



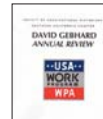
\_\_\_\_\_ at \$10 each  
**Modernism for the Masses:** tri-fold brochure with inserts of detailed floor plans of Eichler homes visited on the Orange County tour



\_\_\_\_\_ at \$10 each  
**The Historic and Modern Spirit of Ventura:** 20-page guide from Ventura tour



\_\_\_\_\_ at \$10 each  
**Reconsidering Lloyd Wright:** 21-page, four-color booklet from "Reconsidering Lloyd Wright" house tour



\_\_\_\_\_ at \$5 each  
**David Gebhard Review:** essays on the Works Project Administration by Robert W. Winter, Orville O. Clarke, Jr., and Mitzi March Mogul



\_\_\_\_\_ at \$7 each  
**On Parallel Lines: The Sarasota Modern Movement 1948-1966:** 26-page brochure featuring Sarasota School architects.

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TOTAL

(\$1 postage fee will be added to all orders)

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**Send to:** SAH/SCC, P.O. Box 56478, Sherman Oaks, CA 91413

\*SAH/SCC PRIVACY POLICY: SAH/SCC never sells, rents, or shares your mailing or email address. Electronic communications enable us to operate economically and efficiently.

# SAH/ORDER FORM

## JOIN OR RENEW TODAY!

SAH/SCC is a 501c 3 nonprofit organization dedicated to providing its members with opportunities to learn about and experience the rich architectural heritage of Southern California and beyond. Our volunteer board members create tours, lectures, travel tours, and other events that explore the ideas behind the architecture as well as the buildings that result from them. From modern to craftsman, from Spanish Colonial to contemporary, our programs are the best-kept secrets in Southern California!

## MEMBERSHIP BENEFITS:

- Advance notice of all SAH/SCC events—important because they usually sell out just to members
- 20-30% discounts on tour and event ticket prices
- Bi-monthly E-news with printable newsletter and calendar
- FREE tickets to our annual Members’ Celebration event
- Special Members-Only E-Alerts about upcoming events
- A tax deduction for your membership dues
- The knowledge that you are supporting our mission to increase public awareness of Southern California’s architectural heritage

## MEMBERSHIP LEVELS THAT FIT YOUR NEEDS!

Fill out the order form below or join online at [www.sahscc.org](http://www.sahscc.org).

**\$45 Individual** - All the membership benefits above for a single individual.

**\$65 Dual** - All the membership benefits for two names at the same address.

**\$125 Patron** - All the membership benefits above, plus priority reservation at our popular and exclusive “Patrons Only” programs, such as “Modern Patrons” and “Contemporary Patrons.” Includes two names at the same address.

**\$650 Life** - A one-time donation that ensures your membership in perpetuity without the expense and inconvenience of annual renewal. Also includes priority reservation at our popular and exclusive “Patrons Only” programs.

**\$500 Corporate Sponsorship** - Annual donation receives Sponsorship listing in the SAH/SCC Website and on SAH/SCC event publications and hyperlink from our Website to yours.

**\$30 Student** (requires scan of valid Student ID) - All the benefits of Individual membership at a 30% discount.

# SAH/SCC EVENT TICKETS

## Lautner Film—July 31st

\_\_\_\_\_ Member ticket(s) at \$15 = \$ \_\_\_\_\_

\_\_\_\_\_ Non-member ticket(s) at \$30 each = \$ \_\_\_\_\_

## SAH/SCC MEMBERSHIP

\_\_\_\_\_ Individual membership at \$45 each = \$ \_\_\_\_\_

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(two names at same address) = \$ \_\_\_\_\_

\_\_\_\_\_ Patron membership at \$125 each  
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\_\_\_\_\_ Life membership at \$650 each = \$ \_\_\_\_\_

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Daytime phone \_\_\_\_\_ Evening phone \_\_\_\_\_

**Send to:** SAH/SCC, P.O. Box 56478, Sherman Oaks, CA 91413

**All event ticket sales are final.**

**We are sorry, refunds cannot be accommodated.**

**\*SAH/SCC PRIVACY POLICY:** The SAH/SCC never sells, rents, or shares your mailing or email address. Electronic communications enable us to operate economically and efficiently.