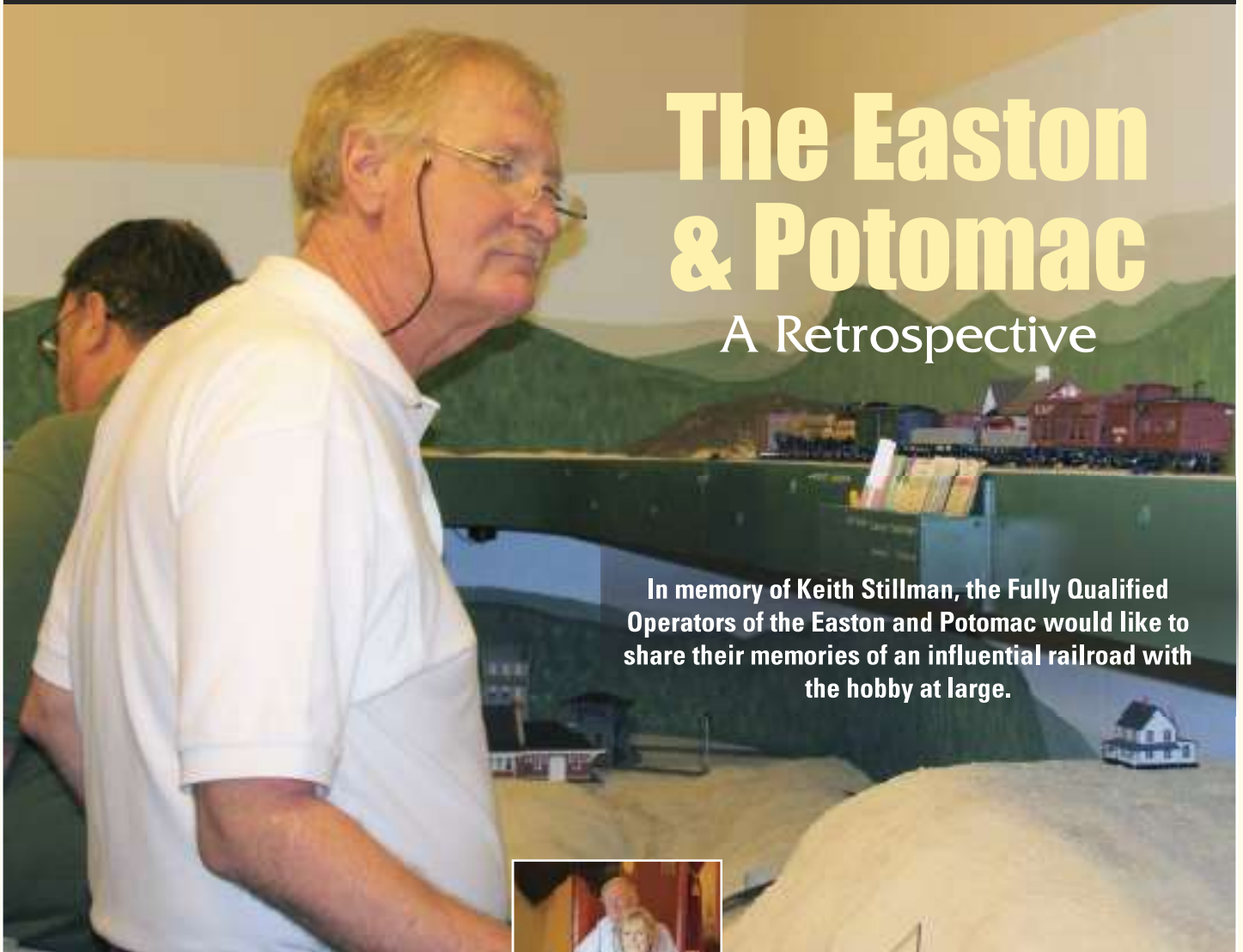


The Easton & Potomac

A Retrospective

In memory of Keith Stillman, the Fully Qualified Operators of the Easton and Potomac would like to share their memories of an influential railroad with the hobby at large.



Lead Author: **Rick Lull, FQO #16**

Contributors:

- Steve Robbins, FQO #1**
- Jerry Ritter, FQO #2**
- Wayland Moore, FQO #4**
- Bill Mosteller, FQO #5**
- Phillip Tayler, FQO #6**
- Howard Heltman, FQO #7**
- Mike Kipps, FQO #8**
- Glenn Downing, FQO #9**
- Dick Munnikhuisen, FQO #10**
- Cameron Green, FQO #11**
- Bruce Kaufman, FQO #12**
- Charles Curley, FQO #13**
- Doug Barry, FQO #14**
- George Gaige, FQO #15**
- Erwin Jack, FQO #17**
- Bob Stringer, FQO #18**

Long time

readers of the *Dispatcher's Office* will recognize the name and the railroad, as the Easton and Potomac Railroad graced the pages of *The Dispatcher's Office*, the James River Division's *Crossties* and the NMRA Mid Eastern Region's *The Local* over the years.

Keith wrote about a variety of topics, mostly about operations on his layout and their evolution. Keith had a serious and ongoing interest in operations and implemented some novel approaches to common issues, as well as

setting the standard for documentation of all facets – the construction of the layout, the operating positions, timetables, operators, train cards and plenty of others. He even wrote a rule book – a 105-page PDF (!) – that you can find on the layout's website: www.easton-and-potomac.com. He documented AND published the material he developed; a rare feat in the author's experience and a model that deserves to be emulated.

The job aids and supporting paperwork that go into an operating session take an awful lot of work, and in some cases, it dwarfs the straightforward tasks in building the railroad itself. Keith somehow made it look easy. My fellow FQO, Dick Munnikhuisen, on that subject:

The E&P set several benchmarks among the variety of railroads we operate on here in the central Virginia region. Impressive scenery, excellent trackwork, smooth operating rolling stock, not to mention delicious lunches were all well-recognized hallmarks of the E&P. Keith set the standards that most of us strive to reach. For me though, what really stood out was his effectiveness in one of my least favorite aspects of keeping an operating session running smoothly: the paperwork. Timetables, train orders, car cards, position assignments -- the list goes on and on. There is not much glamour in paperwork and your railroad is not likely to make the cover of the *Dispatcher's Office* because your car cards look good, but as much as many of us struggle to produce and maintain the paperwork, most operating sessions will quickly unravel without an effective infrastructure of paperwork. Keith automated and fine-tuned the E&P system such that most of his paperwork was captured in a complex network of interlaced Excel spreadsheets. A change in the Timetable was automatically displayed in a similar change to the OS sheets. Car Cards were formatted and linked to the corresponding photos that are displayed on the card, etc. His systematic approach went a long way towards ensuring that the paperwork on the E&P was always up to date and easy for operators to un-

derstand. If someone were to ask me what I admired the most about the E&P, it was the paperwork (I can't believe I just said I liked paperwork). *Note: As good as the E&P's paperwork was, much to Keith's continued chagrin however, he never broke the code in convincing some of us to actually read all that we should have.*

A few related thoughts from the most senior FQO, Steve Robbins:

TT & TO was pursued as rigorously as space permitted, and even with the excellent tools Keith developed to ease the grade on the learning curve, keeping traffic flowing smoothly was often a challenge. And woe to he who asked a question that Keith had fully answered in his meticulously prepared paperwork. We always suspected that his frustration with our apparent inability to read and comprehend instructions was only partially feigned. But any reprimands were always thoroughly good-natured, and we wore our badges of dishonor with pride.

To Dick's and Steve's points, I don't believe Keith was the only layout owner to lament the fact that a large portion of model operators have literacy challenges. I strongly suspect that he will not be the last either.

Keith was the primary driver of operating sessions in the central Virginia region, using the E&P as his medium of choice to spread the word. 164 oper-

ating sessions were held on the layout, mostly on Saturday afternoons. The E&P was set in 1928, so semaphores and written orders with the timetable were the only guide to the engineer. While timetable and train order (TT&TO) operations are frequently featured in the model press, these schemes can intimidate potential recruits to the community. While you might think that this would be intimidating to newcomers, Keith made it a point to bring people over that threshold. Let's hear from Doug Barry, who came to the hobby comparatively recently, about this potential line of thinking.

The thing I remember most was Keith's willingness to take a newbie under his wing. I started model railroading in 2010. All I knew was I wanted to have many building projects and I wanted a model railroad that did something.

Keith introduced me to the concept of operations; followed by invitations to the E&P for operating sessions. His humor made the learning curve positive and fun.

Keith consulted, frequently, as I drew the track plan. Then helped me adjust it to facilitate and refine the operations potential. The strength of his help can be judged by the fact after 7+ years of operations, only one siding has been changed! With Keith's inputs the train schedule



Left: Keith snapping a crew shot for his session recaps.

Right: Keith partaking in his favorite pastime - snapping a photo of the crew at work. There is good odds that he is capturing an "oopsie" for posterity.



Keith in the center on the chair in the white shirt with his wife Marlene next to him, surrounded by E&P crew.

only required two minor revisions.

His documentation was superb as well.

Doug adds a postscript here:

I read what Munnikhuisen said and wish I had written about it as well.

Me too, Doug, me too. Now, let us share with some particulars that we think will be illuminating:

Keith and his dear wife Marlene hosted 97 different modelers for a session during the life of the railroad. Marlene graciously made over 1100 lunches that fed the "train boys" on Saturdays during the 15 years that the railroad was in active operation. Many of my FQO brethren mentioned something about lunch.

Charles Curley: One of the highlights of the Saturday sessions were the lunches prepared by Keith's wife Marlene which could make one reluctant to head on to the train room.

Jerry Ritter: We would eat one of Marlene's wonderful lunches -- one group of four in the kitchen and another of five or six in the dining room -- and rare was the day one

group or the other didn't erupt in a roar of laughter while the other group would stare at each other with that "I wonder what that was all about" look on their faces.

The railroad wasn't overly large, with 139 feet of total mainline in an elongated "E" shape over two decks, including the helix connecting the two decks. The room was 16x18 after some judicious carpentry pushed a wall back 4 feet, eliminating a portion of a closet, but giving the floor space necessary for White Hall yard. I was able to watch the railroad mature through the years and enjoyed that process. Not only was it a pleasure to watch an artist at work, you sometimes forgot the amazing foundation that Keith was building from.

Magnificent scenery (would this man ever stop making trees?) nearly overshadowed the real genius of the E&P. The railroad was a track-planning masterpiece. A moderate-sized bedroom had a full service terminal yard, with full engine service, a meaningful main line dividing into three separate routes, with 6 separate switching areas--each with its own set of challenges. The only hidden track was in the helix (even that

was partly scenic) and one short tunnel. Nevertheless, every scenic area had only one track running through it. Almost without exception, an operator could follow his train throughout its run without doubling back. Short consists and small locos kept a sense of perspective about everything and, given the switching challenges at each destination we operators were thankful for the short consists.

Bob Stringer

Keith was the first person I knew who designed his model railroad using a Computer Aided Design (CAD) program. These programs are not the easiest to learn but with his vast computer experience and skills Keith mastered the program in short order. While he was remodeling a bedroom in his home to house the railroad, he was also designing the layout on the computer so he would know exactly what he needed to do once construction began. The computer design also allowed him to study how the railroad should be operated -- which trains would go where and what they do when they got there -- even before actual construction began. This allowed Keith to make changes in the design beforehand rather than after the railroad had been built. As a result, once Keith had the railroad operational, he had already designed and created much of the paperwork needed to operate the railroad.

Howard Heltman

Keith took a methodical approach to operating and set the standard on how other railroads in the area were measured. This railroad that was set solidly in 1928, that used a TT&TO operating system, relied on technology to ease some of the burdens and make the sessions more fun than work. Anybody who has spent time on a TT&TO pike realizes that the operator(s) and dispatcher spend a bunch of time writing orders, which our shorter than prototype mainlines force on us.

Examples of the technology impact abound, but let's focus on two:

The famous, or perhaps, infamous, Richmond, Fredericksburg & Potomac Crossing at Brooke, VA was one of those pieces. This is a real location in Stafford County, VA, that the RF&P passed through. Keith adopted it as a logical place for the E&P to cross as it ran west from the Potomac river at Aquia Creek in Stafford County, to White Hall, VA, itself another real place in Virginia. White Hall must have looked like a good place for a division point yard, that could connect to the Chesapeake and Ohio, as the C&O ran through nearby Charlottesville, VA.

The crossing had full set of absolute signals, controlled by a script running via JMRI that determined when it was safe to proceed. On the fascia, there was a button that you would press to request an E&P train to cross the diamonds. You press the button, see the request light come on, and wait. Freight, passenger, mail, whatever – your progress was up to a bit of computer script to determine what was going to happen.

Nothing you could do or say made a difference to the cold logic of the script, so you had plenty of company as you considered your many sins as you, the engineer of train number 10, the premier varnish on the E&P, approached the station and signals at Brooke. Will it be fast today or slow? You bring your train to a stop and the conductor gets out to request permission to cross. You look again at your orders today, hopefully the CEO's car isn't attached today if you suffer a long wait. You might get a green in a moment or three. Or you might be cooling your heels for 15 minutes, you just don't know. You are looking at the timetable and watching your on-time arrival in Thorny Point slip through your fingers as you begin to consider dark thoughts about that silly computer script...

Charles Curley, FQO #13 about that crossing in Brooke:

There were simulated trains programmed to be operating across the diamond. If any had permission

across the diamond, the E&P engineer would receive a red signal until the traffic cleared. Keith often reminded us that pushing the button multiple times would not help. Much frustration could be encountered at Brooke by E&P engineers.

As for the second example, consider that on a TT&TO railroad, there is lots of writing. Clearance forms and orders are the most common; maybe you also write special instructions to the crew to pass along slow orders or similar information. The act of handwriting itself can be a challenge as the various infirmities of age and the presence of the crew staring at you combine to ratchet up the pressure. Let's not forget that what you put down on that train order slip needs to be legible to the crew; you can't just scribble something and call it good.

Keith realized this was going to be an ongoing challenge to his desires early on and wrote a neat bit of software via Microsoft Access that would allow the Dispatcher to create an order quickly. You in the person of the DS would fill in common information (train number, engine number, location, etc) and then select the act needed to be performed by the crew (meet train x at Hood or proceed to Flat Top or any common order needed) and hit the "Complete" button. This would save the order into the "bound book" and print out the slips you needed to give to the tower operator (the 4 physical towers on the E&P were combined into 1 job) that would pass them to the crew.

You could hand write orders if needed, but most DS shifts were completed by using this ingenious system that Keith created.

Here are reflections on the technology from a fellow FQO, William (Bill) Mosteller:

For a steam railroad, the Easton & Potomac was highly computerized. One facet of this was the dispatcher's office. Particularly in dark territory, orders are needed to prevent trains running into each other. But order writing is slow and te-

dious. Keith developed a Windows application to facilitate order generation. While many of us found it challenging, it was certainly better than pen and ink. Computer applications run the gamut from Automated Teller Machines (no documentation, no training) to the NASA Shuttle (lots of documentation, training, and simulation). The challenge was that nobody but Keith used the application more often than once a year, so getting good at it was hard.

Even with the technology in place, operating sessions tested your ability to perform. I have been privileged to operate on many different layouts across the country, courtesy of the Operations SIG's fellowship. Keith maintained a schema that easily placed in the top 5 of my favorite places to operate.

Charles Curley, FQO #13 and a friend of Keith's since high school, shares his thoughts with us about the sessions:

The operating sessions could be intense. There were many trains to be run and they had to be operated under TT&TO rules. If you were running a scheduled train that ran over 2 hours late you would lose your timetable rights and have to report to the dispatcher for orders. It always seemed hard to keep up in the main yard at Whitehall. If things were calm, you were probably missing something. The other yard in Thorny Point never seemed to have enough track. There were plenty of challenges to operating on the E&P.

One of the enjoyable features of the E&P was that every train had to do some kind of work. You could not just run from one point to the other. When you were assigned a train out of Whitehall, you had to hostile the loco out of its roundhouse stall onto the turntable and then proceed to the coal dock. Pressing a button produced the sound of coal being dumped into the tender. You had to wait until the coaling ended until you could move on to the water columns where you pressed the water button for the sound of wa-

tering. This all enhanced the realism. Afterwards you could proceed to back onto your train under the direction of the yardmaster. Trains terminating in Whitehall would have to move their locos to their assigned stalls after dumping their ashes. There were turntables at the other 3 terminals. An operator was required to turn his train's loco at these locations.

On the E&P, the industries were assigned freight cars by a program Keith wrote using multiple factors. Therefore, the freight traffic could be different every session. Many cars came on and off the layout through the interchanges with 4 different railroads. This enhanced the realism since you would not see all the same cars each session.

Keith has a policy that the participants in an operating session should stay in character. This meant that we should play our roles. One aspect of this was that you should not know anything about the trains on the line unless you would know that in your role. This also enhanced the realism.

Keith ran a tight ship on the E&P. He would call you to task if you made a mistake and often document the mistake with a photo which

would appear on the E&P website with appropriate comments. This was all part of the fun. As an example, I was the engineer on a local freight on the upper level. I was in the clear for a meet with a passenger train run by Keith. On approaching, he asked if the switch was lined for his train. I said yes and much to my chagrin, it was not lined, and his train hit my caboose, derailing it. On the following Monday, there was a picture of the incident on the website with a comment that there were probably fatalities in the caboose.

There was a town on the E&P, Stanley, that seemed to be a switching puzzle. I never was able to handle it successfully without help. Keith would stroll up and shake and his head and say something about me making a career out of Stanley. After struggling through Stanley during a few sessions, I finally sat down with a map of Stanley and worked out 2 solutions and wrote them down on 2 yellow sticky pads. I was ready! I never ended up on that job again.

Charles isn't the only operator that after being humbled by a portion of the E&P, took the time to study and figure out where he went wrong – I've heard that refrain from more than a handful of others and have personally done it myself.

On the subject of the E&P's configuration, Bill pointed out something, that to me, had become so normal when attending a session, that it didn't even occur to me until his writing reminded me about it.

One hint of Keith's genius is

that a bedroom-sized layout could keep nine people busy. Another is his combining of two operating styles and areas, signaled and operator controlled at one end, and timetable and train order at the extremities, dark territory. When I think about layouts built for operations, I expect certain elements to be present. Keith's successful railroad lacks one of these: staging. Instead, the various interchange tracks that connect the railroad to other lines serve the same purpose. Omission of staging improves the realism of the experience. Real railroads don't have staging, and staging usually means a set of usually hidden, unscenicked tracks that simply aren't realistic.

No staging – you'd like to think that a railroad built in this era of the hobby would be a failure from the start if it didn't include a single staging track. Keith wasn't afraid to turn the conventional wisdom on its head. He had a well thought plan already and executed on it.

The more I reflect on this, the more shock I have. I contrast the E&P to my current layout build, where staging was expanded from 8 to 9 tracks during construction, thinking it was a wise hedge against future changes. Then, revealing itself as not enough during the first operating session to run the railroad's limited, half sized, schedule. This staging yard isn't exactly small either – it is on a loop and double ended. The shortest track is about 25' in length, and lives in a dedicated room that is larger than the whole of the E&P!

Coming back to mentioning conventional wisdom. Many operational schemes see the operators on a particular layout doing many of the same jobs each session. Sometimes this is driven by the layout owner not wanting to turn away people, or by the crew being a bit complacent in their roles. Keith was interested in operators who understood the big picture, and to encourage that, built the Fully Qualified Operator program. Bill again:



Keith and his dear wife Marlene discussing lunch to be served.



Keith and Marlene examining a gift from the crew in honor of the 100th operating session of the E&P.

Keith created the title of Fully Qualified Operator, meaning someone who had done all the jobs on the railroad. A small number of his crew met that criteria and they were given first preference for slots in the sessions, by seniority (sessions on the railroad). I persuaded him to send me the spreadsheet, analyzed it, identified what jobs I needed to perform, and asked for them. I also identified a few other people who were close and informed them. So, we wound up with perhaps a dozen FQOs. I decided I'd better not do another analysis, or I might be crowded out of the railroad! Later, Keith realized that the FQO program was locking out novice operators and began reserving some slots for non-FQOs. I supported this change enthusiastically even though it didn't always accrue well to me -- I sometimes got left out. But the hobby is really about sharing. And if you read Keith's early articles on operations and his railroad, the situation is a little ironic. His recurring concern then was whether he could recruit enough people to run it regularly. Read now, they remind one of the *New Yorker* magazine's department of through the glass darkly.

Bill did the same thing that I ended up doing – signing up and explicitly asking to fill the roles that he needed for FQO, as it was a goal that I had too. Of

course, Keith was thinking ahead here – his system to assign operators their positions considered what you needed to make FQO and progressed you in that direction. Here is FQO #11, Cameron Green's, take about the FQO system:

The E&P was the first layout where I started attending regular operating sessions. I had to

travel quite a distance (*Lead Author's note: Cam lived in Chesapeake, VA, over 100 miles one way, from Keith in Glen Allen for a good chunk of the E&P's lifetime*) but Keith made it worth the trip. As small a footprint as his railroad had it packed a huge amount of operations and was demanding in a fun way! The Fully Qualified Operator (FQO) system also added another depth of interest to attend and complete. I think the most memorable part of my times on the E&P was the camaraderie and healthy dose of shenanigans that came with every session.

Cameron Green

I would like to close with quotes from my fellow FQOs on their reflections about Keith and his railroad.

I was privileged to know Keith for the last eight or 10 years. He was a wonderful host, and a generous soul with a quick lively wit. He was a superb model railroader. He and his wife Marlene held well over 100 operating sessions at their home in Glen Allen and each session began with a delicious meal and ended with a lively debriefing and good-natured review of the session. I learned something every time I visited and operated on his railroad. I would consider him an expert modeler and certainly one of the most informed operations persons I have met in my pursuit of the hobby. He was very patient and gracious answer-

ing my many questions and was a true mentor. My sadness at his loss is tempered by my gratitude for the times I spent in his company and I will cherish my future gatherings with hobbyist friends all the more because of my now treasured memories of time spent with Keith and other modelers we have lost.

George Gaige

In many ways, Keith and the railroad taught me most of what I know about model railroad operations. Indeed, when Glenn Downing and I discussed his railroad project, at every challenge we would ask WDKD (What Did Keith Do?). We hear a lot of discussion of how to manage operations, the debate often hinging on car cards or switch lists. Keith used car cards, and I find I prefer that method. I would wear two-pocket shirts to the sessions and thus have someplace to keep my cards. Switch lists are often 8½" by 11", and where do you put them? You've got your throttle in one hand, your uncoupling swizzle stick in the other, and you're out of hands.

Bill Mosteller

For almost 15 years I had the pleasure of operating on Keith's Stillman's HO Easton and Potomac Railroad. My first session was the 3rd session and I participated in the final 164th session. I am seeking to come up with examples of what made operation on the E&P so enjoyable. It is quite hard to narrow anything down, but I will try. The E&P was a well thought out and finely crafted model railroad. Keith would hold a short briefing and then hand over the floor to the dispatcher. The dispatcher's briefing had evolved into something resembling stand up comedy. The briefings were usually accompanied by much laughter.

I had known Keith since high school. Back then he had an early version of the E&P. For years he talked of building his dream layout. He was finally able to do it. I watched it evolve over 15 years. That was one of the pleasures. There was often something new to see. Keith was a master craftsman and very detailed. He even painted



Crew discussing the session during the briefing.

the hogs in the pen at the packing plant as certain breeds. He was also very much fun. The fellowship with the other model railroaders at the sessions was something special. The E&P was a class act. I will miss it and even more, I will miss Keith.

Charles Curley

I met Keith about 1997 or 1998. At that time several of us model railroaders from the greater Richmond area were experimenting with the increasingly popular concept of realistic “railroad operations”. This group included Tom Sullivan, Mark Chase, Mike Garber, Steve Robbins and me. Tom had built a railroad based on the C&O, I had a railroad based on the Western Maryland, and Mark was building a free-lanced railroad. As Tom’s railroad and mine were further along in construction, we tended to operate on Tom’s one Thursday night and then on mine the following Thursday.

As I understand it, Tom and Keith worked together and one day the topic of model railroading came up at work. Keith told Tom he was interested in building a model railroad in his new home, so Tom invited Keith to join us at his next operating session – which

Keith did. Keith then became a regular operator on both Tom’s railroad and my railroad. Keith was like a sponge and soaked up everything he could about operations, layout design, DCC operating systems, etc. From running on the C&O and the WM he found out what aspects he really liked and those that were of less interest to him. Keith was also a meticulous modeler. He adopted standards for his railroad – standard station designs, standard signals, standard water tanks, etc. This gave his railroad a feeling of authenticity. He also built many small wagons and old time cars and trucks needed for a railroad set in the 1920’s, which was no easy task as these kits have many small and delicate parts but he had a great deal of patience and each one was a work of art.

Operating with Keith was always great fun – either on his beloved E&P or on one of the other model railroads in the greater Richmond area. He had a keen sense of humor that was often displayed during operating sessions – and a memory that always seemed to remember when somebody did something “un-prototypical”, such as back a locomotive into the turntable pit. There always seemed to be a camera

handy at such times as well, so the event would be memorialized for all to see and enjoy.

Keith was a good friend and a credit to the hobby. I already miss him and the friendly banter we engaged in at various operating sessions around the area.

Rest in peace my friend!!

Howard Heltman

It was often said of Keith’s relatively compact E&P layout that it had the most operating value per square foot any of us had ever encountered. Even his loyal band of “Fully Qualified Operators” who had typically worked every job on the railroad many times over the years, were often able on any given Saturday to still find creative ways to deviate from his careful plan of operations, and send Keith running for the camera to record the results for posterity.

Our monthly visits to the E&P will always be fondly remembered not just, and maybe not mostly, for the great fun and camaraderie of playing with trains on a superb model railroad, but especially for the chance to spend some quality time with (and get a great meal from) Keith and Marlene. They were a fine continuing education in how to provide a total experience that keeps folks eagerly coming back year after year. Those visits will be sorely missed.

Steve Robbins

The best memory I have of Keith and his Easton & Potomac is of how much fun it was to attend a session. Operation on the E&P was serious business, as serious as a rubber duck. There was much laughter and good-natured put-downs and screw-ups - an engine in the turntable pit rarely got rescued before Keith and his trusty camera were able to document it for Internet Immortality. And if you managed a significant screw-up in, say, 2007 you’d still be hearing about it in 2017, all with good cheer and the unspoken threat of payback one of these days. Operating the E&P really was serious

in another way, though. You were expected to "stay in character." In other words, if your engine started spinning its wheels part way up the hill you were expected to solve the problem as a prototype railroad crew would, no pushing on the caboose when no one was looking. (I know I never did that. Honest. Really.) Instead, you had to either double the hill or convince the Dispatcher to send out a helper engine, which required the DS to write out Clearances and Form 19 orders and required other trains to stay put until the track was cleared while the Yardmaster in White Hall started wailing about how the trains were stacking up and, well, you get the picture. Thing is, we learned that resolving problems on a model railroad prototypically adds to the fun, not the other way around. Good times. I'll miss the E&P, and I miss my friend, Keith.

Jerry Ritter

My first model RR operating session

was on Keith Stillman's Easton & Potomac RR. At the recommendation of Rick Lull, I signed up as an apprentice. I didn't know what to expect but I was pleasantly surprised. Unfortunately, my participation in future sessions was few and far between due to my low seniority status. After a few years I eventually obtained FQO status. I admired Keith's dedication and skill with respect to the hobby. I sought Keith's advice on a number of occasions concerning my RR which is still under construction.

I will always remember Keith and Marlene's hospitality and will miss Keith and the E&P operating sessions.

Erwin Jack

I met Keith at the CB&W Chesapeake Bay and Western Clubhouse in Grafton, Virginia in 2003. I, at the time, was very interested in running my railroad realistically and had heard that Keith was very good at it.

I called him to see if I could observe one of his operating sessions. I got invited to the 46th Session.

I had such a good time I came back 88 more times over the years. There was always a wonderful lunch, we had great conversations, and learned a lot about operating a model railroad as if it was real.

It may seem that with Keith's passing, that an era has ended, but did it end? Maybe not completely, maybe it is the start of a new era.

Right now, in Central Virginia, there are model railroaders who are scheduling operating sessions.

These model railroaders learned their skills on the E&P.

Keith's legacy lives on. Mike Kipps (Namesake of The Kipper, which is another story in itself)

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