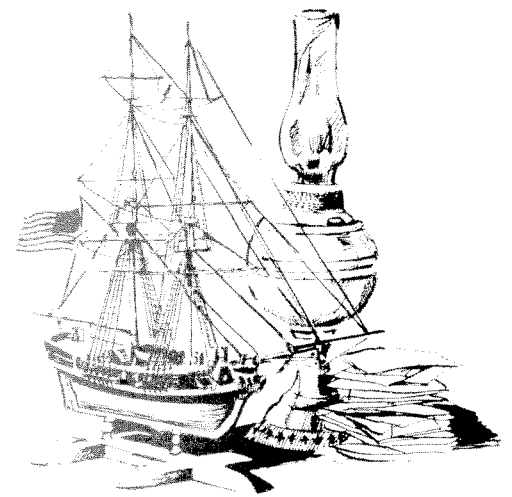


**The RUKERT Story**  
... 60 years of private enterprise





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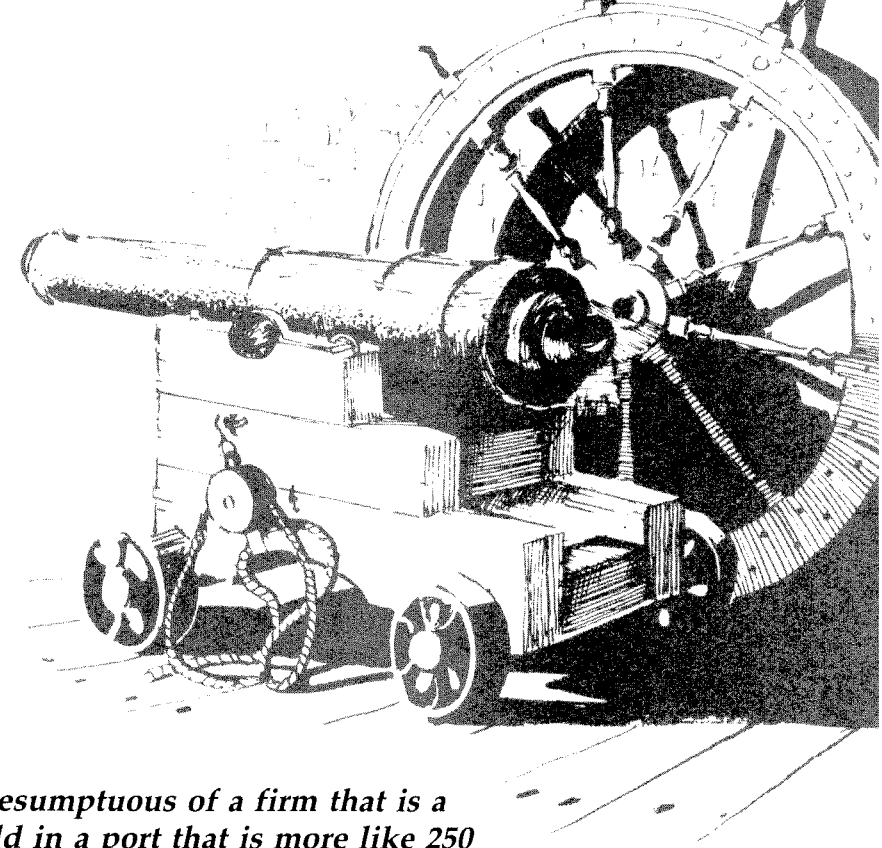


# The RUKERT Story

60 years of private enterprise



by Norman G. Rukert, Sr.  
Baltimore, Maryland — 1983



## *Preface*

*It may seem presumptuous of a firm that is a mere 60 years old in a port that is more like 250 and in a state that is 100 years older than that to be celebrating its anniversary with a formal history. But it is a fact that the last six decades of maritime history and port commerce have involved more changes than any period since the arrival of the age of steam.*

*Rukert Terminals has changed with this evolution of the port and its cargo handling methods, changed in techniques and even in physical location.*

*What has stayed the same is some of the independent spirit of the founder, W. G. Norman "Cap" Rukert, a man who on his death in 1974 at the age of 87 had become the most beloved legend in East Coast port life.*

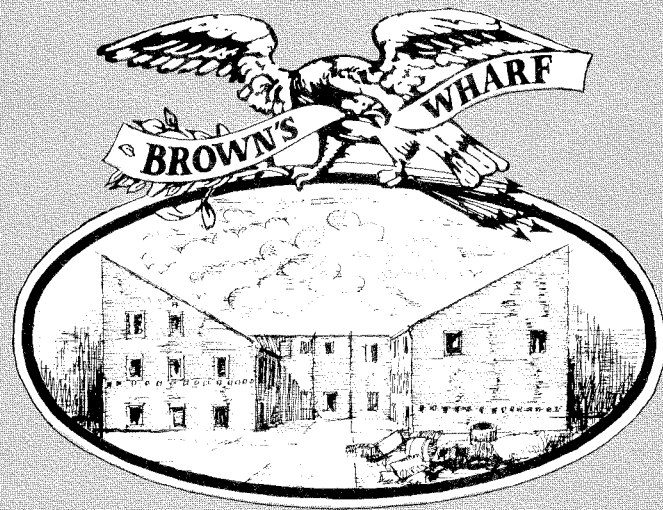
*This is his story and the story of Rukert people.*

*Norman Rukert*

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Design by Mossman Art Studio  
Printed by Graphic Offset, Inc.

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## INTRODUCTION



The pages that follow tell a remarkable story of maritime leadership in the Port of Baltimore. In them, Norman G. Rukert retraces the footsteps of three generations of his family. The underlying theme of this story is a single-minded dedication to realizing dreams through self-reliance and hard work. It is a dedication which transcends day-to-day business and which consequently has influenced the port, the city, and the entire community.

For our bank, the story began in 1921 when "Cap" Rukert and his brother, George Rukert, received a loan of \$800 to start a warehousing business. At that time, it would have been impossible to visualize the unparalleled success story which followed this small loan and which would be achieved by the Rukert family during the next sixty years.

History is often most revealing when it uncovers the link between convictions of "singular" people and subsequent broader events. This is particularly true in the case of the Rukert story. "Cap" Rukert's steadfast commitment to the growth and success of his business spilled way beyond the immediate boundaries of his company's activities, and ultimately benefitted the entire port community. It was, therefore, only natural for "Cap" to dedicate his energy to an unrelenting defense of the virtues of private enterprise. Because he was a man of strong opinions and strong convictions, this defense was action-oriented and brought about change.

As the Rukert Terminals Corporation continued to change and prosper, the Ru-

kert tradition has been nurtured by the firm hand of "Cap's" son, Norman. A staunch individualist in his own right, he provides a new type of expertise in maritime matters, in leadership on the waterfront, and in relationships with the city and state. Like his father, he stands for and continuously encourages investment in the future—both for his business and for the Port of Baltimore.

And Norman has expanded upon "Cap's" commitment to the concept of private enterprise. He has enriched our city as an historian. His fascination with the local history of port neighborhoods has provided us with vivid and with charming books on Federal Hill, on Fells Point, and on Canton. He opens the door of many a row home, shares with us the lives of present and past Baltimoreans, and brings alive an exciting part of our city's history. Norman's love of Baltimore, particularly his dedication to the port, serves as a constant reminder of the port's intrinsic value to the entire state.

As a third generation of the Rukert family—led by Norman's son, Norman, Jr.—begins to guide the company's future, we at Maryland National report a special pride in an \$800 loan made sixty years ago, in our long association with the Rukert Terminals Corporation, and in our participation over the years in the growth of this business.

If the past is indeed prologue, then the achievements chronicled in this book suggest a bright future.

ROBERT D. H. HARVEY  
Chairman of the Board  
Maryland National Corporation

"Cap" Rukert in action for the Army  
Transportation Corps—Ft. Holabird,  
1918.



## Putting down harbor roots

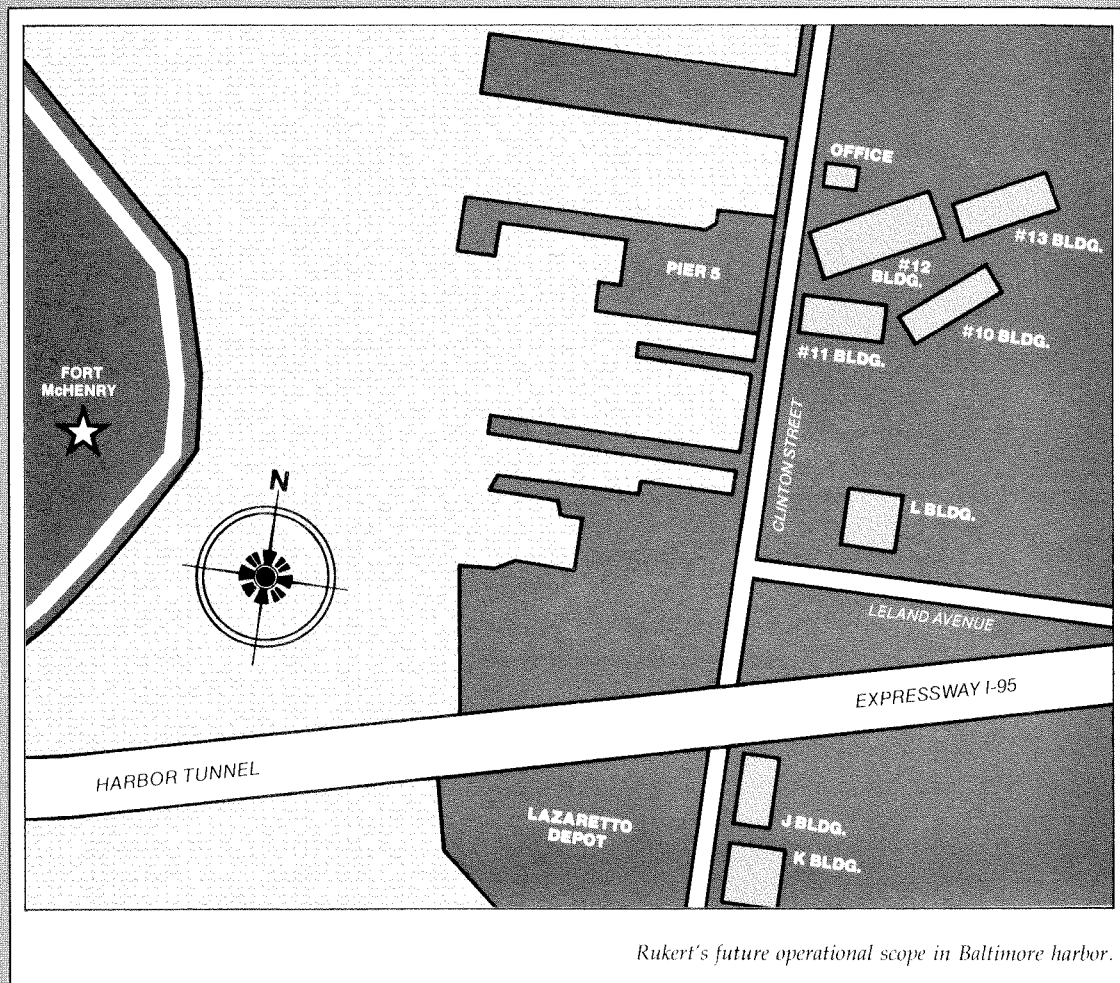
One day in 1900 a youngster of 14 made his way through the crowded but careless downtown Baltimore streets to the main office of the *Baltimore American*. He had applied for and snagged a job as a cub reporter for the paper, then the oldest in the city, and in later years W. G. Norman Rukert loved to recall his days as a reporter. Young Rukert helped cover the great Baltimore fire of February, 1904 which swept away the newspaper's home office and about 1,000 other downtown buildings. The fire did not incinerate his job, but one of his assignments helped to. One day his father heard that the reporter had been given an assignment to cover the city's turbulent red light district. Soon his father had found a new job for the boy as a clerk in the Jackson's wharf station of the Pennsylvania Railroad. After a few years he took a position as a stock clerk with the Terminal Warehouse Company, a major local business founded in the Nineteenth Century. This company's 1901 iron-shuttered warehouse still stands on Thames street and has been named to the National Register of Historic Places.

Years followed and while at the terminal at the start of World War I, Norman was sent to Washington to urge the Army procurement people to grant special permits for critical materials needed to build onto Shryock's wharf in Fells Point. Although he did not succeed in his mission, the Army decided that Rukert was a man they needed to help them operate their wartime port facilities. Before he knew it,

he was commissioned a captain and assigned to Bordeaux, France.

However, while he was undergoing briefings, a new colonel was sent to the Baltimore area to head all activities there. While looking around, this gentleman, one Colonel Miller, decided that what he really needed was someone who knew the waterfront. When he was told that such a person was just then undergoing training in the Colgate warehouses at Camp Holabird, and was soon to depart for France. Colonel Miller "drafted" Rukert to help him right in Baltimore harbor. Immediately after the war he took a position as warehouse superintendent at the Block Street Wharf and Warehouse Company in Fells Point. Not only experience, but a lifelong nickname had been gained by the young warehouse manager. The name was "Cap," and while a later generation always assumed that it was a title referring to Rukert's maritime expertise and experience, it actually derived from his brief, if crucial, military career.

George Rukert had been born in Baltimore in 1888, and like his older



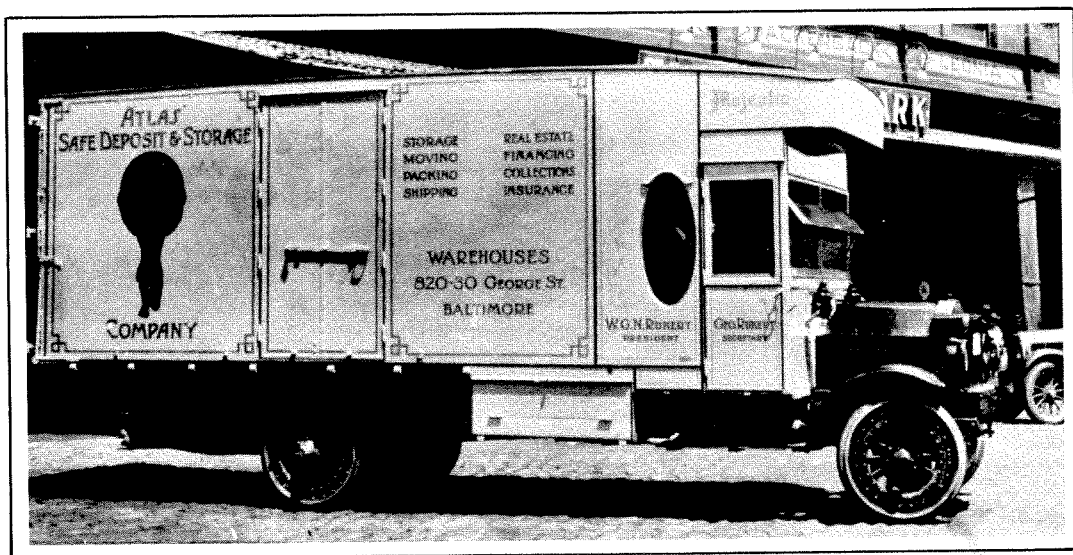
Rukert's future operational scope in Baltimore harbor.



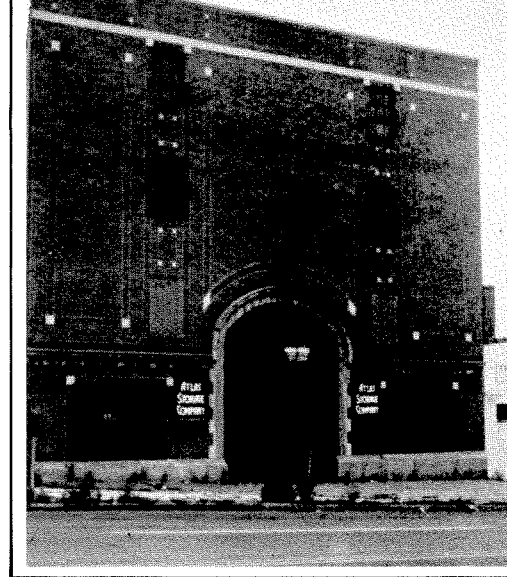
brother left school after the eighth grade. His dad got him a job, too, as a clerk with the Pennsylvania Railroad at the President Street station, famed as the station where President Lincoln arrived en route to the first inaugural. After several years, George became unhappy about the salary he was making and decided to do something about the situation. He knew that men who typed waybills were being paid on "piece work" rates, so he borrowed a typewriter, took it home and for the next six months practiced every night. When the first vacancy occurred in the waybill department he applied for the position and was given the job. Within two years he was making more money than the general agent of the freight station; the Pennsylvania Railroad abruptly stopped paying for piece work. When World War I was declared, he immediately joined the Navy and served until the fall of 1920.

By 1921, George's brother Norman, with his deep experience in warehousing, had become convinced that he could successfully go into business for himself. He approached his brother George with the idea of a joint venture and the offer was accepted immediately. George had saved a little money, but the most important reason for the success of the new venture was an \$800 unsecured loan given the brothers by Heyward Boyce of the Drivers & Mechanics Bank.

The two men immediately bought a truck and rented a stable at 820-830 George street in West Baltimore and started the Atlas Safe Deposit and Storage Company. The demands of increasing business necessitated construction, in 1925, of a new storage warehouse at 2126 Edmondson avenue, also on the west side of town. Two years later, "Cap" Rukert's daughter Dorothy, who had just gradua-



*An Atlas company truck calls on a New York ferry pier in 1921.*



*The West Baltimore home of Atlas on Edmondson avenue in the 1920s.*

ted from Western High school, went to work for the two brothers as a typist and file clerk.

One day maritime circles were buzzing with the news that the French shippers were planning to resume sending potash to the United States after long war-time interruption. "Cap" knew that potash had once been stored at the Block Street wharf property before the war, so he approached the Chesapeake Bank, who owned the complex, and arranged a ten-year lease. Then he boarded a train for New York city and convinced French shipping interests that he had the facility available that could handle the vessel that was already on its way to Baltimore. They agreed to a long-term contract that proved so successful that sometime later the German potash industry entered into a similar agreement. A new division was added to the young company, the Atlas Pier & Terminal Company, and "Cap" hired Mabel G. Nichols as his girl Friday.

As the waterfront business became more profitable, "Cap" decided to look for more business space. In 1927, he was advised that Jackson's wharf, owned by McCormick & Company, at Caroline and Thames streets, between Fells Point and

the inner harbor, was available for a price of \$135,000. He only had \$3,000 to pay down for the property, but Willoughby McCormick, founder of the international tea and spice firm, was convinced of Rukert's sincerity and told him to go ahead and pay off the price out of profits. In June, 1927 a new Rukert Brothers, Inc. division was started. The new division made it possible for stevedoring and weighing charges to be kept separate from those for terminaling and warehousing operations.

Soon after, the Morgan Line, of New York, began organizing weekly sailings to Galveston and Houston and was looking for a new terminal in Baltimore. After inspecting the new Jackson's wharf facility, they entered into an agreement with "Cap" to handle stevedoring, receiving and delivery of their weekly cargoes. Immediately, Rukert hired a young man, James P. Hickman, to help in the stevedoring and warehouse operations and also established a custom-house brokerage division headed by W. Brand Pindell.

By the fall of 1930, it had become apparent that the waterfront operation and the uptown household warehousing business were not compatible. Both had be-



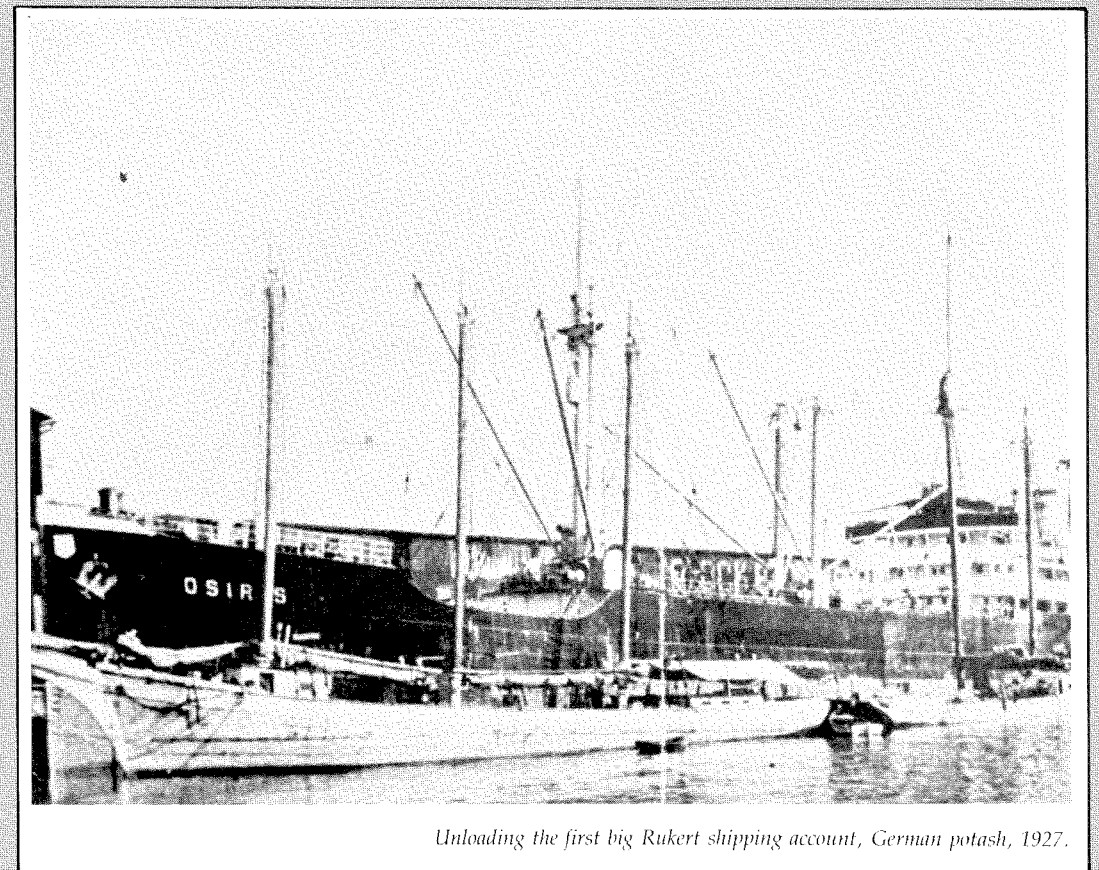
come big enough so that they did not function to each other's advantage. The brothers, recognizing that an era had passed, separated cordially. "Cap" stuck to the pier business. Title changes made it official and on October 9, 1930, Rukert Terminals Corporation was incorporated with two divisions, Atlas Pier & Terminal Company and Rukert Brothers, Inc.

A frustrating period for "Cap" began on June 1, 1931 when the dock executive brought his son Norman down to the waterfront. The young man, who had just graduated from City College two weeks before his sixteenth birthday, was more interested in going to college or starting a career in baseball. Even the diversionary tactic of sending young Norman on a trip to Galveston and Houston on the *S/S El Estero*, one of the Morgan Line freighters, did not change Norman's dreams of baseball or college. Between the summer of 1931 and 1932, Norman holds the company's record, and perhaps Baltimore harbor's also, for being fired. But the young man had a secret angel; every time his father would send him home, his mother would immediately send him back to work. Norman did learn a valuable lesson during this period—it was much easier

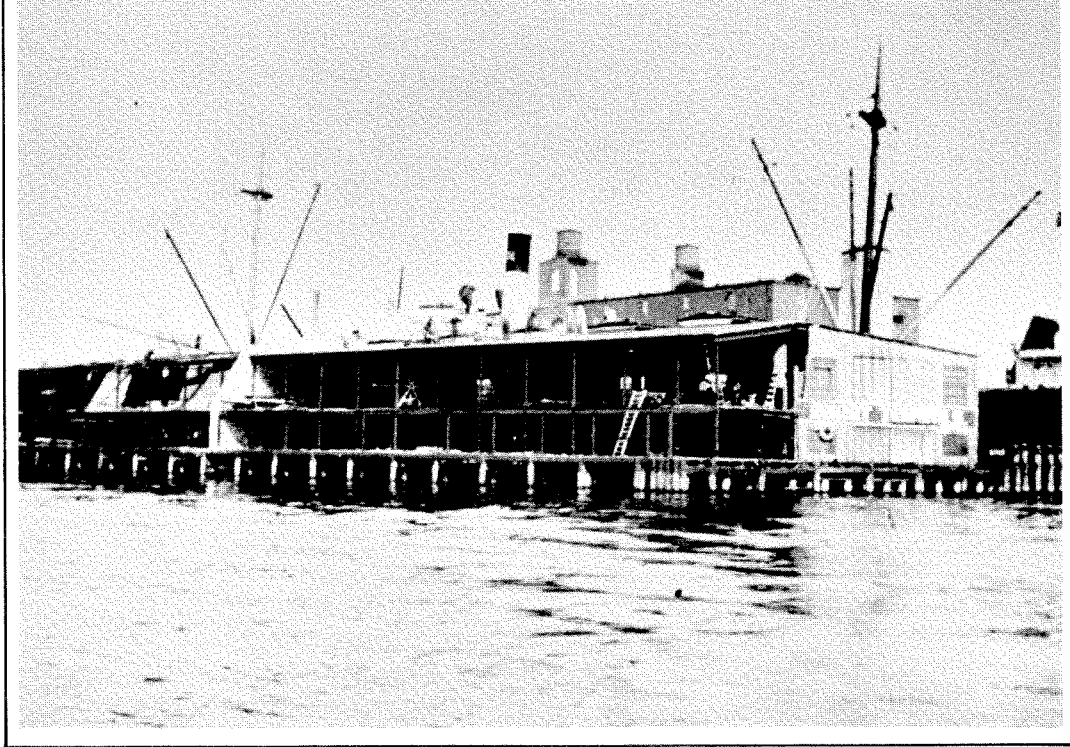
riding back and forth than working as a laborer on the docks. In the fall of 1932 "Cap" hired another young man, his nephew, Harry Routson, Jr., with the idea that he could commiserate with Norman.

During the Depression years, Rukert Terminals was lucky to have the Morgan Line and the French and German potash accounts. They helped the firm weather the lean years. With the intercoastal business increasing it was necessary to enlarge the pier at Jackson's wharf. Heyward Boyce at the bank, which was now the Maryland Trust Company, again came through with help, this time with approval of an \$8,000 short-term loan on April 22, 1933. Another landmark date of the early 1930's came in 1935 on December 28 when Atlas Pier & Terminal and Rukert Brothers, Inc., were merged into Rukert Terminals Corporation and the move was approved by the Maryland State Tax Commission.

Business continued to increase rapidly after the Depression started waning and "Cap" decided it was time for further expansion. The pier at Jackson's wharf could not be lengthened to accommodate the growth, because of technical reasons.



*Unloading the first big Rukert shipping account, German potash, 1927.*



*Building Jackson's Wharf pier for expanding intercoastal trade in the depression year of 1933.*

Lengthening would have interfered with the "port warden" line and safety requirements of the Corps of Engineers, so the company began a hunt for a new site in the Canton area. In 1937, Rukert Terminals entered into a 99-year lease with the Pennsylvania Railroad for their Pier 5 facility at 2100 South Clinton Street, Canton. The property included six acres of open land and a 400-foot pier.

The first step in development of this property was building of a warehouse to handle the potash accounts, enabling Rukert to cancel the lease on the Block Street wharf. Someone told "Cap" that industrialist Jacob Shapiro was tearing down a number of steel fabricated buildings in Pottstown, Pa. The structures had been used by a bankrupt cement manufacturing firm. He went to Pottstown and bought two steel buildings, 350 by 50 feet in dimensions. They were dismantled by

Shapiro's company and shipped to Baltimore, then erected on the property side by side, with a 25-foot addition in between, which resulted in a sizable dock structure 350 by 125 feet.

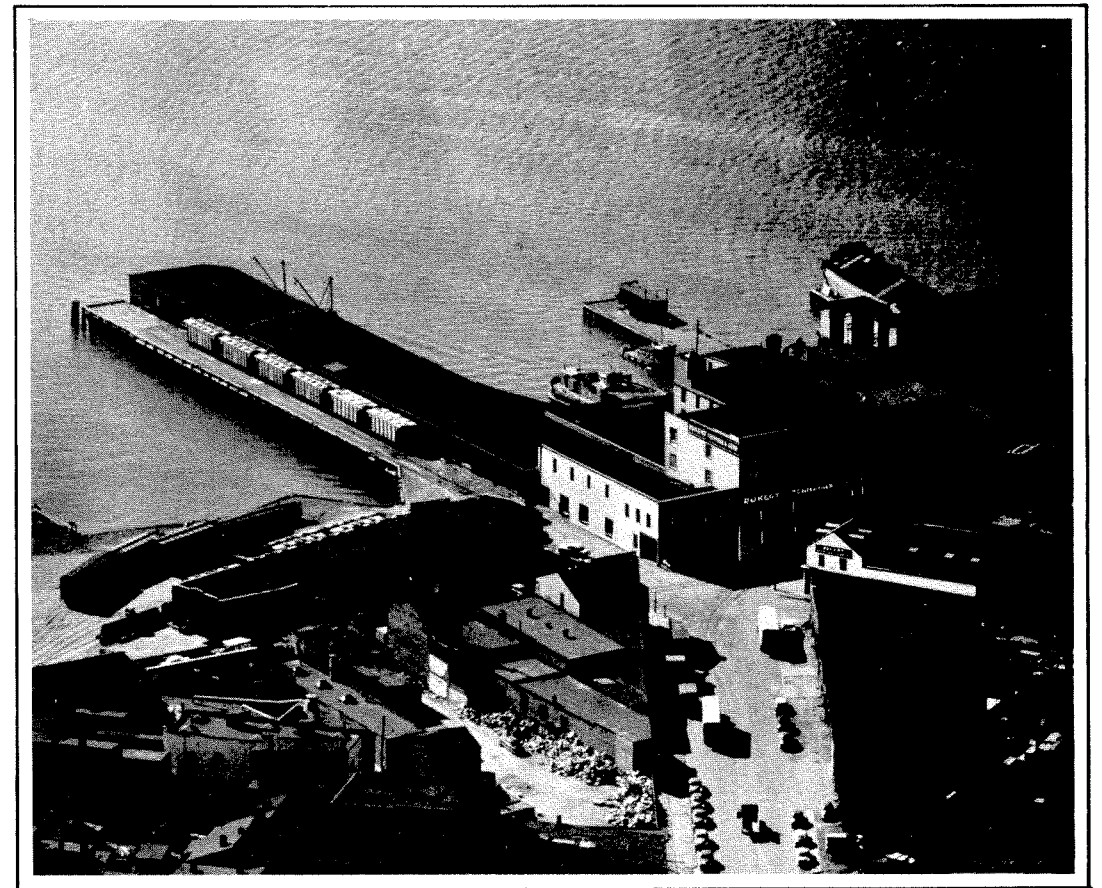
While he stayed in the old location, "Cap" farmed out his son to Canton to handle operations at the new facility. When he had occasion to call Norman, the office employees wondered why he used the phone. They used to say that all "Cap" had to do was to open his window. It faced the Canton area across the harbor and jokesters said his son could hear every word said by his father without any help from Alexander Graham Bell.

Rukert Marine Fertilizer, Inc., was incorporated by the State of Maryland on December 28, 1938—a division created by the company to conduct the business of ship agency work and also freight for-

warding. The new division was also given real estate responsibilities.

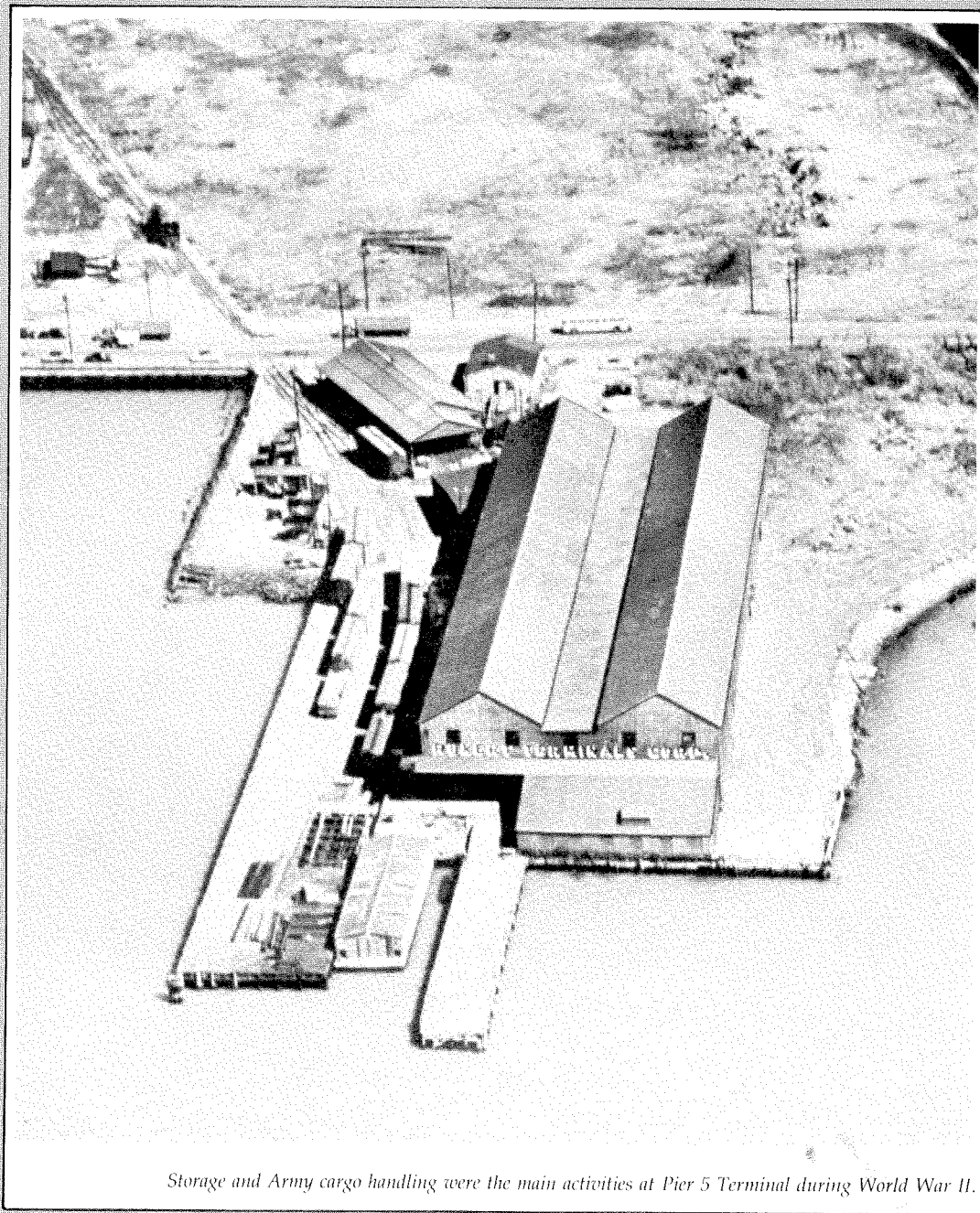
When Rukert Terminals acquired the account, American Nitrate of Soda, they were forced to lease additional space from The Canton Company at Pier 10 and the Western Maryland Railway at their Lazaretto depot in Canton. Shortly thereafter, Rukert bought out Zeman and Company,

who handled the Chilean nitrate account at the Canton Company's Pier 8. Both accounts required stevedoring of the bulk material, plus bagging and distribution. At a meeting of the board of directors on December 11, 1941, it was decided to change the name of Rukert Marine Fertilizer, Inc., to Rukert Marine Corporation.



*Jackson's Wharf terminal as completed, 1935.*





Storage and Army cargo handling were the main activities at Pier 5 Terminal during World War II.

## *Adapting to a war economy*

The first real jolt in company history was not the Depression, but Pearl Harbor. At the outbreak of World War II, business at Rukert came to a sudden halt. The U. S. Maritime Commission took over the vessels of the Morgan Line and converted them into military transports. Shipments of potash from France and Germany were cut off and the Chilean interests were unable to obtain ships with the increased activity of German submarines threatening every western port.

During the early months of the war, Rukert unloaded the last full-rigged Clipper ship carrying cargo into the port of Baltimore. On the day before Pearl Harbor, the *Abraham Rydberg*, had sailed from Santos, Brazil, bound for Boston. The cargo included 68,200 bags of cottonseed meal fertilizer, and a total weight of 3,410 tons. After battling bad weather and unfavorable winds for three months and the fear of German subs, the captain decided to bring the ship into Baltimore instead of Boston.

She docked at Jackson's wharf at 1:30 P.M. on March 15, 1942 to discharge her cargo. The beautiful Clipper ship with her towering spars was an inspiration to see as she passed Fort McHenry moving into the inner harbor. The vessel had no winches, but had a "donkey" boiler which was used to raise her anchor and hoist the sails. The next day a swinging boom was rigged with rope falls, and with the help of the donkey boiler, the stevedores were able to start to discharge

her cargo. This was a long and tedious job, as the bags that were beyond the hatch opening had to be brought by hand trucks to the square of the hatch. They were then loaded in slings of eight bags each and lifted by the swinging boom on to the dock. The cargo was finally discharged at noon, on March 31, 1942.

When Harry Routson left the company in February of 1942 to join the Navy, "Cap" hired William E. Fleischmann to fill the void. The next year Norman was commissioned a captain in the Army Transportation Corps and sent to the Philadelphia Port of Embarkation. Rukert Terminals survived the war years by stevedoring Army cargo and storing canned goods and other Army supplies.

*(Overleaf) A colorful caller, the "Abraham Rydberg," Baltimore's last cargo-carrying clipper ship in 1942.*





## Moving into peacetime

The year 1944 was the start of a new era in the history of Rukert Terminals. A group of houses in the 800 block of Caroline Street were purchased and with the help of a \$50,000 loan from Maryland Trust Company, the property was leveled and replaced with a one-story warehouse building and machine shop. Two years later a 60-foot fumigation chamber was built at Pier 5, the first of its type in the port. For the next 20 years, hundreds of thousands of bales of imported broom corn and cotton moved through this facility.

The same year, "Cap" was advised that the Western Maryland Railway was considering selling their Lazaretto depot. From the day Rukert started leasing space at Lazaretto, "Cap" was convinced that it was the most desirable property in the Port of Baltimore. Unwilling to go further into debt, he went to Philadelphia to persuade the Pennsylvania Railroad to purchase the property and lease it to the firm. They not only agreed to acquire the property; they also promised Rukert that when the company was in sound enough position it could buy the facility for the same price the railroad paid.

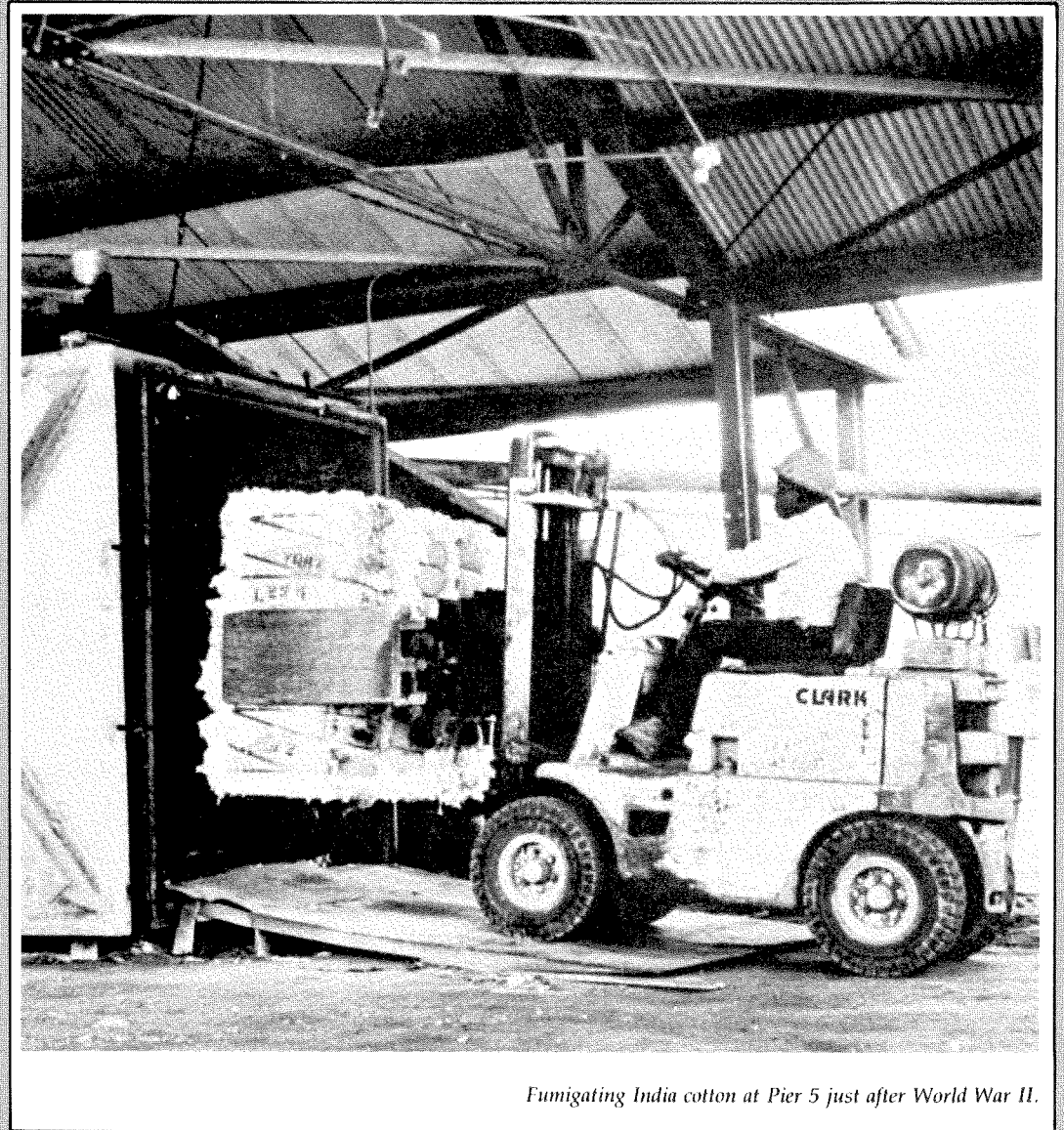
In this period, Charles Butz, husband of Mr. Rukert's second daughter, Catherine, joined Rukert Marine Corporation, becoming active with it in October, 1946 after wartime service as an Army colonel.

Refusing to slow down, "Cap" bought Brown's wharf in Fells Point from the Western Maryland Railway to take care of his increased demand for dry stor-

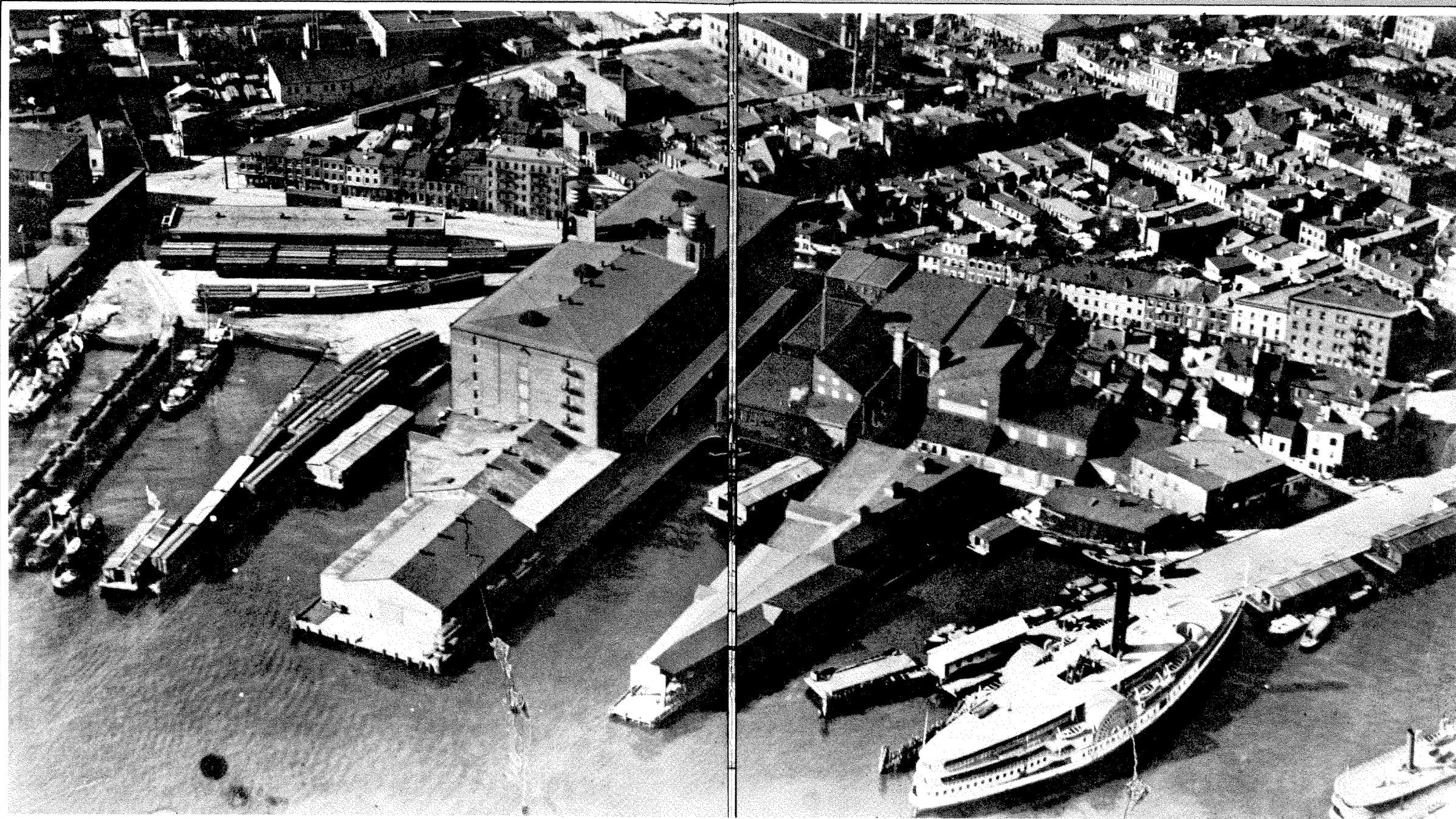
age. Though boosted by the return of Harry Routson and Norman from the military service, additional operational help was needed to cover the expanding complexes operated by the company. In April of 1948, Willis B. Hedges joined the company to handle the fumigation facility which was now working 24 hours a day seven days a week.

The 1950's proved to be one of the most productive periods, both in business terms and physical expansion, for Rukert Terminals. The White Star fleet of the United Fruit Company began using Jackson Wharf terminal to load their ships with supplies for the banana plantations in Central America. True to their word, on July 5, 1951 the Pennsylvania Railroad sold Lazaretto depot to Rukert Terminals for \$151,713.12.

One day in early March of 1953, "Cap" called his son at the Canton office and told him to pick him up as they were going to see Stanley Trott, president of the Maryland Trust Company. As they were ushered into the executive's office, "Cap" said: "Stanley, I want to borrow \$1 million (actually he wanted \$400,000 to \$500,000) and I want it immediately!" After recovering from the initial shock, Mr. Trott replied: "Cap, for a loan like that you know we must have a board meeting." "Have it tomorrow," his customer snapped. After a few minutes everything became cordial and businesslike. As usual, Maryland Trust came through with the loan and construction of "Berth A" at the company's Lazaretto facility was started that summer. McLean Contracting Company built the 525-foot pier and it was completed on March 30, 1954 in time to dock the *S/S Billetal* which discharged a cargo of olives in casks.



*Fumigating India cotton at Pier 5 just after World War II.*



*Brown's Wharf was bought from the Western Maryland Railway to take care of dry storage needs. It is located just to right of center in this view, taken in 1947.*

When Bethlehem Steel Corporation approached Rukert Terminals in the summer of 1953 about bagging bulk sulphate of ammonia, a product of the coke ovens, it started a new type of terminal service not offered anywhere on the East or Gulf Coasts. Bethlehem had a contract to ship 30,000 tons of bagged sulphate of ammonia to help fertilize the farm land of war-torn Korea. The material was to be shipped from the various Bethlehem plants, bagged and loaded aboard three vessels of 10,000 tons each by January 15, 1954. Under the supervision of Harry Routson, Jr., and Norman, four portable bagging units were set up in Pier 11 of the

Pennsylvania Railroad and by working 24 hours a day, seven days a week, including the Christmas and New Year period, the contract was completed on January 9.

As soon as the transit sheds adjacent to the new pier at the Lazaretto were completed, Rukert Terminals ordered three Inglett and Cordley automatic bagging machines, each capable of bagging 18 bags of 100-pound size per minute. Within one year the machines were being utilized twelve hours a day for seven days a week.

The steel mills were now receiving orders for bulk shipments and they needed a facility capable of unloading the



*The first major post-war construction, building "A" berth Lazaretto in 1953.*



*Casks of olives are unloaded for "A" berth's first customer, the S. S. Billetal, March 30, 1954.*

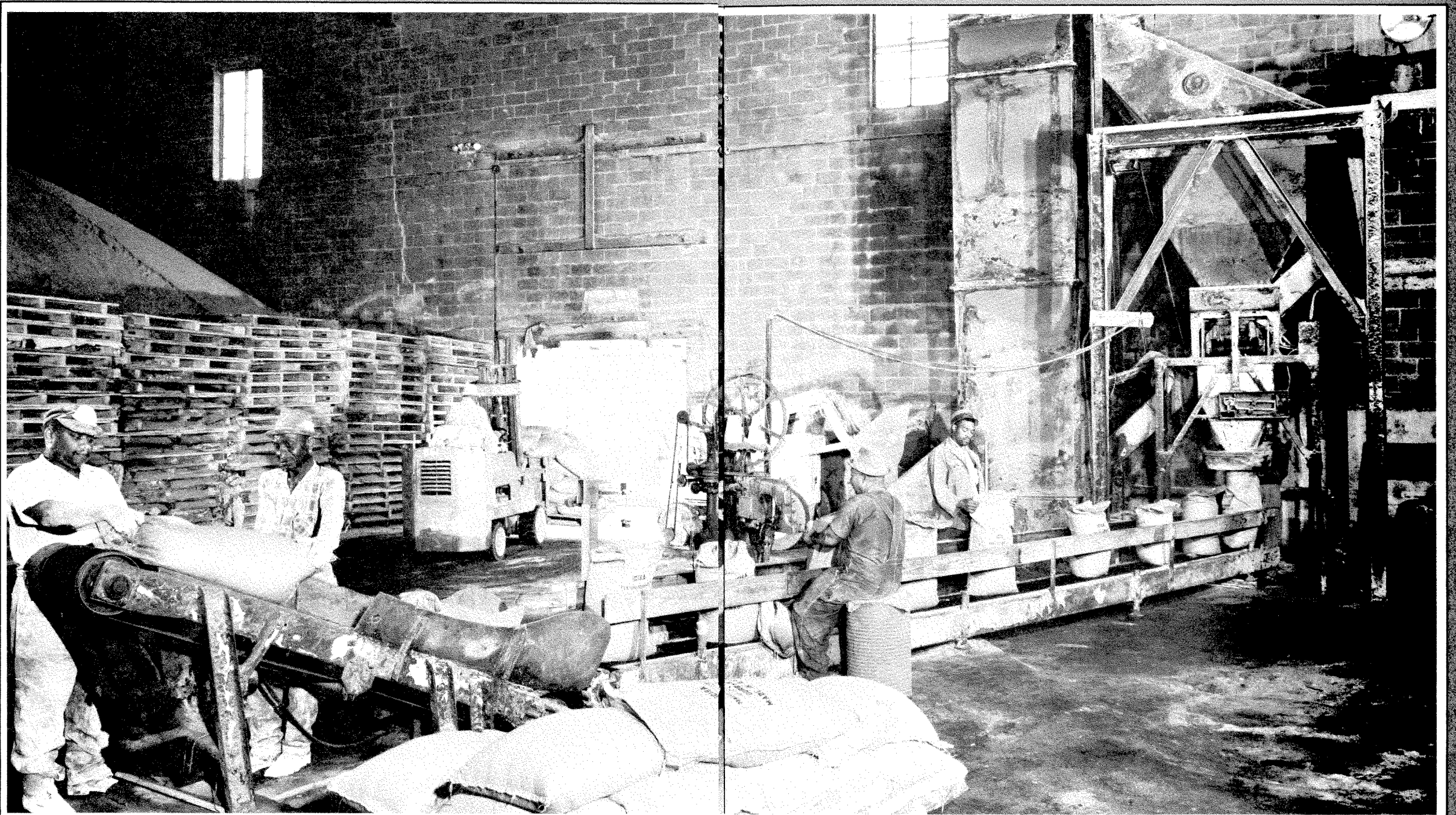
bulk from box cars direct to the vessel. Again Rukert was equal to the task. With the cooperation of the Pennsylvania Railroad, who constructed a belt conveyor on their old ore pier in lower Canton, Rukert was able to have the facility in operation within six months. Under the able supervision of James Hickman, it became one of the finest bulk loading facilities on the East Coast.

During the next couple of years, certain refinements were made enabling Rukert to load a record 174,000 tons of bulk in 1956. That same year, 176,000 tons were bagged at Lazaretto, making a total of 350,000 tons of sulphate of ammonia exported through the port in twelve months. After completing all the bulk sul-

phate of ammonia contracts, the facility was converted to handle bulk grain products. For the next ten years thousands of tons of bulk soya bean meal were exported through this bulk pier.

Charles Butz left Rukert Marine in April of 1954 and six days later, John Landeta, former traffic manager for D. C. Andrews Company, was employed to head up the freight forwarding and steamship agency departments. One month previously, Alfred E. Singley had been hired to help in the custom house department. On May 14 the board of directors of Rukert Terminals Corporation elected James Hickman and William Fleischmann to serve as vice presidents.





*Early automation—Lazaretto's amazing bagging machine.*

## The friendly threat of the MPA

The Maryland General Assembly enacted legislation in 1956 establishing the Maryland Port Authority (now called Administration) as the single agency charged with coordinating the effort of the City and State to carefully phase expansion of the Port of Baltimore. Immediately "Cap" developed a fear that one day in the future the new authority would put Rukert Terminals out of business. Six months later one of Rukert's customers informed "Cap" that the Maryland Port Authority had quoted a lower rate than he was charging on their commodities. "Cap" blew up and informed everyone that he would handle the matter personally. What happened is better explained by Joseph L. Stanton, then Maryland Port Administrator, which he calls "The Day the Cap Painted Redwood Street Red": "It was early in the days of the Maryland Port Authority. We had only recently purchased Harbor Field from the City, re-named it Dundalk Marine Terminal and were desperately seeking cargo to utilize the 350 acres and justify our then huge investment of public funds—some \$7 million. Our critics were numerous and the frequent comment heard in the Merchants' Club downtown was: 'MPA will never see a ship docked here.'

"My friendship with Captain Rukert dates back to my waterfront reporter days with the Baltimore *Evening Sun* just prior to World War II. Having some news work in his own background, the Cap'n had a tender spot in his heart for reporters. But that didn't save me on this occasion.

"Our search for cargo for Dundalk was our undoing.

"That morning our terminal director proudly informed me that he had obtained a nice "jab" of cargo for the terminal. It turned out to be Chilean nitrate for ground storage. The rate quoted was very low but it *was* cargo. A short time later I received a call from Norman Rukert. He informed me in his quiet manner, but in no uncertain terms, that the Chilean nitrate was cargo that Rukert had developed over the years and that MPA had obtained it only by drastically cutting Rukert's fair rate and in view of our public status, it certainly was unfair competition. I agreed to look into the matter as soon as possible and take remedial action. At the time, I was too busy preparing the agenda for the weekly executive session of the MPA commissioners, held in connection with lunch in a private room in the Merchants' Club.

"How anyone who remembers "Cap" Rukert as Sweet Alice Blue Gown or Mr. Milk Toast has to have the real character confused with someone else. That "Cap" was a man of character, we know. There are many who could tell of his generosity and kindness. He was a real entrepreneur; a David who proved that he was willing and able to dispute the full takeover of the port by the Goliath railroads. But he was also a freebooter who carved out a substantial niche for himself in the city's maritime industry. He did it the hard way; No one gave him anything.

"His rough and tumble waterfront experience gave 'Cap' some pretty strong convictions and a colorful vocabulary. He was 110 percent for free enterprise and he had a healthy suspicion of government at



*Bulk sulphate of ammonia heads for war-ravaged Korea, loaded at the Pennsylvania ore pier in 1957.*

all levels. Bureaucrats of any kind were not for the Cap.

"MPA's luncheon meeting was proceeding along in quiet fashion when the door opened with a bang and there stood 'Cap', his white plume of hair bristling, his face beet red and his eyes flashing fire. I wanted to crawl under the table. Without preamble, 'Cap' told us just what he thought of a gang of bureaucrats who would use public money (some of it his tax money, he reminded us) to undercut his fair rates and steal business away from

him that he had nurtured for years. I won't try to quote 'Cap'. His vocabulary was too rich for me. He took only a couple of minutes to deliver his dressing down, but it seemed longer. His conclusion was equally colorful. Pointing at me, he yelled: 'You're nothing but a bureaucrat and the rest of you are a bunch of damn communists!' The Cap had no harsher words in his vocabulary.

"That was his curtain speech. Bang went the door and he was gone, leaving a smell of fire and brimstone in the silent

room. The Cap had had his say. I nearly lost my job. The commissioners were a very deflated board.

"It should be mentioned that MPA's board of commissioners at that time included the chairman of one of Maryland's largest banks, the retired chairman of a major utility company, a major real estate developer, a prominent admiralty attorney and the Eastern Shore's major insurance executive, a man who was known as 'Mr. Republican.' Hardly the making of a 'red cell' but they qualified as far as 'Cap' was concerned.

"Need I add that Dundalk never handled a pound of Chilean nitrate and that

Rukert Terminals did and for many a year.

"Cap was colorful. He could be loud and belligerent but those are only facets of a strong and remarkable man. Over the many years of our relationship, he demonstrated friendship and understanding. In his later years, he even forgave MPA and its commissioners and agreed that the authority was the right agency at the right time to restore Baltimore to its rightful place among the great seaports of the world. He loved the port only second to his family. Baltimore lost a distinguished marine leader with his passing. We are not likely to see his peer soon again."



Bulk phosphates for Baltimore soap plants are transferred from rail sidings into trucks in the late 1950's.

## Some postwar changes

During the late 1950's, Rukert Terminals was called upon to handle two new commodities: bagged Peruvian fishmeal and bulk phosphates. For the next ten years more than 100,000 tons per year of fishmeal was stevedored, stored and distributed by the terminals. Monsanto Chemical Company approached Rukert Terminals with a plan to build a facility to unload their bulk phosphates from hopper cars and deliver the material in tank trucks to local soap manufacturers. An acre of ground at 2021 South Clinton street was leased from the Penn Central Railroad where Monsanto built the unloading equipment and Rukert Terminals supplied the tank trucks and labor.

When Mabel Nichols retired on April 18, 1958 everyone at Rukert felt they were losing a loyal friend. She had faithfully served the company, first as a clerk, and as it grew, guarding the finances as if they were her own. At the time of her retirement she was a director and secretary of both Rukert Marine and Rukert Terminals Corporation.

"Cap" took his first vacation in August of 1958 to celebrate his 50th wedding anniversary. He and Mrs. Rukert took a cruise aboard the S/S *Santa Paula* to the west coast of South America. The week after he left, as if he had offended the gods, the G building at Lazaretto burned to the ground. When he returned he swore he would never take another vacation.

Norman, Jr., joined the company on June 1, 1960 which made three generations working for Rukert at the same

time. To keep him away from his grandfather, James Hickman and William Fleischmann arranged for the young man to join the I. L. A. checkers union so that he could become a timekeeper for the company and also gain experience in the stevedoring operations.

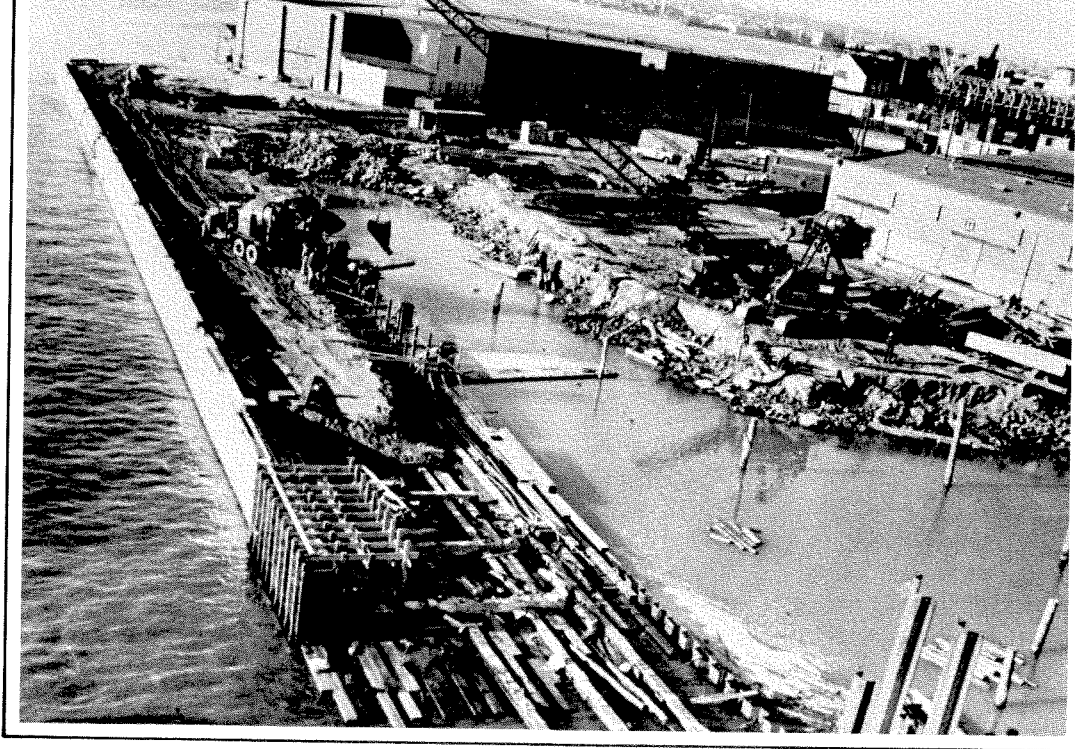
On January 1, 1961, "Cap" made the announcement that he was moving up to chairman of the board and his son would be president. It was quite an honor for Norman even though he did not have a desk in the main office until twelve years later.

Rukert Terminals celebrated its 40th anniversary on September 24, 1961 by hosting an elegant party at a Baltimore supper club. At the time, Captain Rukert was presented with a silver plaque commemorating his outstanding contribution to the company.

During the spring of 1962 it was decided to build the second berth at Lazaretto and once again the bank, which was now the Maryland National Bank, came through with a \$900,000 loan. Construction was started that summer by the Arundel Corporation and they finished the 575-foot pier in time to dock the S/S *Sophie Maris* on March 13, 1963. When the new transit shed of 30,000 square feet was completed Rukert Terminals had one of the finest marine terminals in the port. To help supervise the expanding operations at this terminal, Milton Bacon was hired on April 18, 1962 after spending many years as pier superintendent for the Old Bay Line.

When Pier 5 was leased in 1937, it included six acres of firm land but had additional area that could be filled to the property line. This was done at once but care





*Lazaretto's second berth under construction in 1962.*

was exercised to insure that only prime fill...brickbats and cement, was used. When purchased from the Pennsylvania in May of 1966, the property had more than eleven acres. With the help of another loan, for \$290,000 from the Maryland National Bank, the company was able to pay for the property and build a 40,000-square-foot building to take care of a new account, the Dead Sea Potash Works of Israel.

In February of 1967 "Cap" was presented the Bell Award of the Maritime Square Club for his outstanding contributions to the maritime industry and for his unselfish love for his fellow man. But the health of the company's chief began to fail in the late 1960's and the responsibility of operating Rukert was taken over by Norman, Sr., from his small office at Lazaretto. At the time, Rukert Terminals was going through a drastic change in the type of cargoes that were being handled

through their facilities. When the international companies stopped exporting sulphate of ammonia and soya bean meal, Norman Sr. was determined to find new accounts to take up the slack. Aided by John Curley, president of Eastmet, he was able to procure the Le Nickel account, a company that imported cargoes of palletized ferro nickel ingots from New Caledonia. The successful handling of this account attracted other nickel importers who started storing their cargoes at Rukert Terminals.

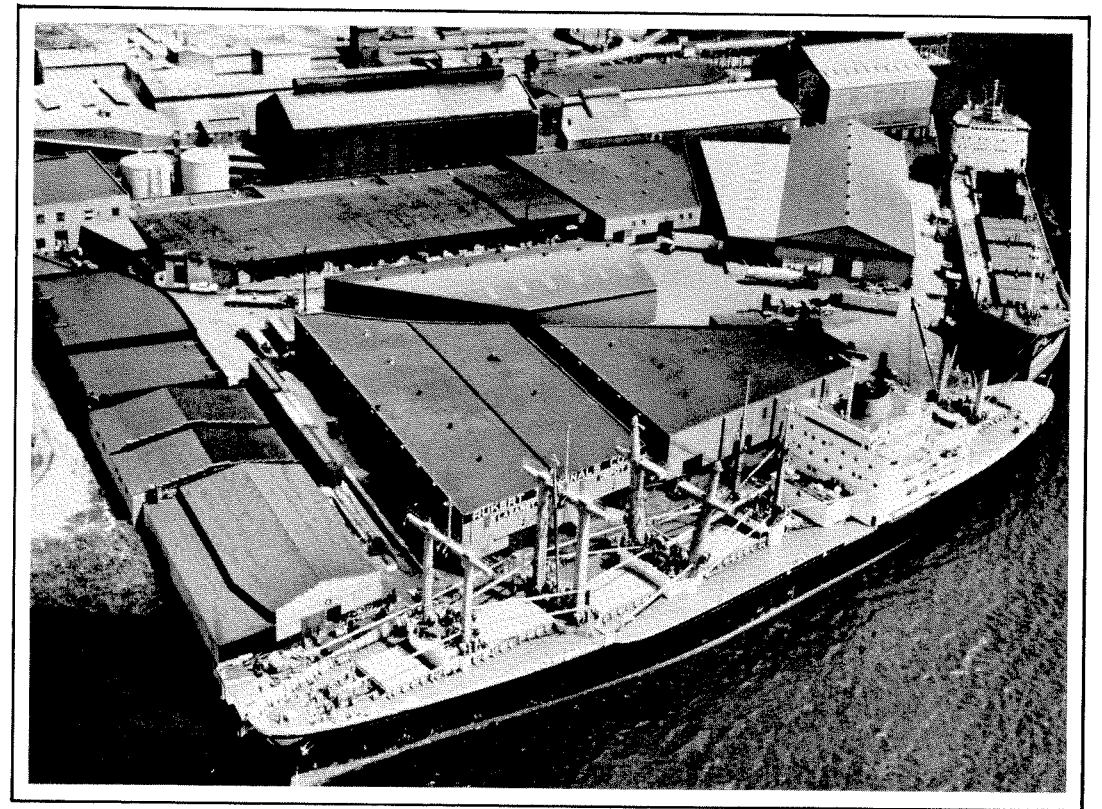
A marked increase in the bulk ferro alloy tonnage imported into the terminal also began developing. These alloys required such special services as crushing, screening, bagging, drumming and palletizing. Another import account gained during this period was Calgon Corporation who brought in ground coconut shell charcoal. The bagged material would be unloaded from containers, stored, and

when ordered out by Calgon, the bags would be emptied and shipped to Calgon's plant in dump trucks. These accounts required special handling techniques, new machinery and different type storage facility. As additional warehouse space was needed, two new buildings were built at Pier 5, one of 16,000 square feet and the other of 12,000 square feet.

On February 9, 1972 Rukert Terminals purchased two acres of ground at

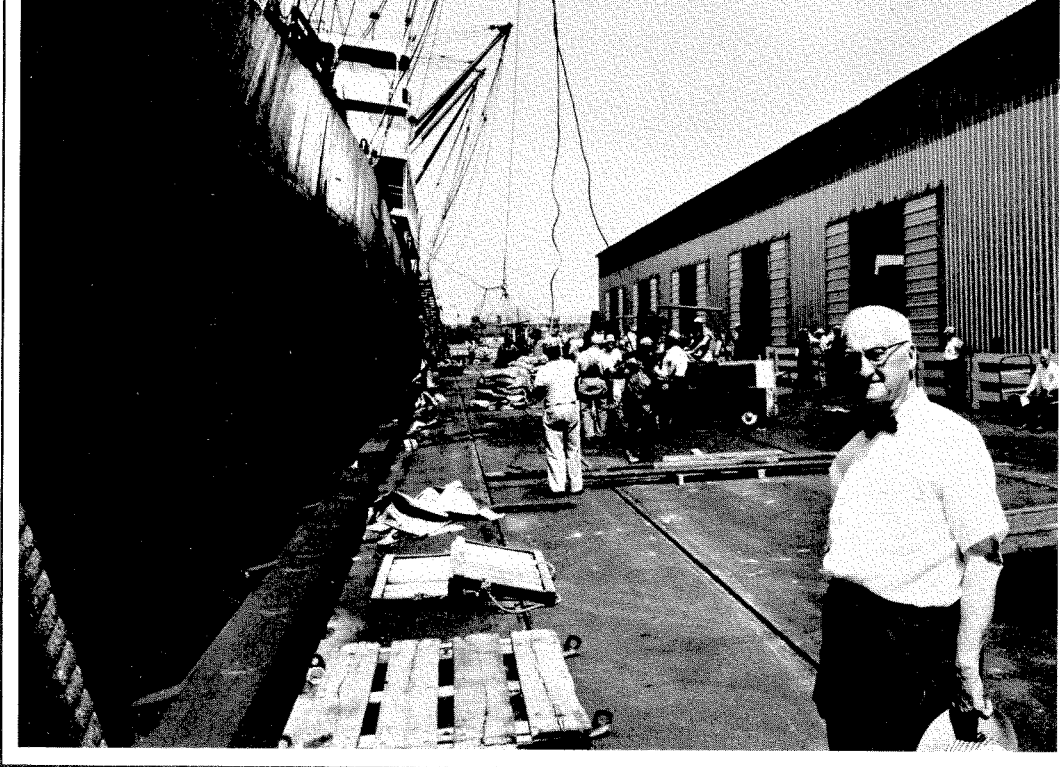
2401 South Clinton street from the Continental Oil Company for \$60,000. The next year a new steel building of 20,000 square feet was built and three years later a second building of 28,000 square feet to take care of the increased tonnages of imported ferro alloys.

Upset by the continual complaints from visiting officials about the shabby condition of the main office, Norman, Sr., decided to build new executive offices at



*The Lazaretto terminal in the period when the company began moving into metal shipments—1967.*





*"Cap" observes unloading at "B" berth in 1970.*

Lazaretto without the knowledge of "Cap." Taking over the second floor of a warehouse, he prepared a floor plan which included private offices for the executives, boardroom, canteen, sound proof machine room and a large reception area. Construction was finished during the second week of February, 1973 and after furnishing the entire office it was time to break the news to his father. Fearing what his father's reaction would be, Norman decided to show him the new office when no one was around. Washington's Birthday holiday gave him the perfect opportunity to do so. The day before the holiday he called "Cap" and arranged to pick him up with the pretense of showing him a new piece of equipment at the Lazaretto. The next morning, Norman ushered his father into the new office, expecting the worse, but whether "Cap" was too mad or just too shocked, all he

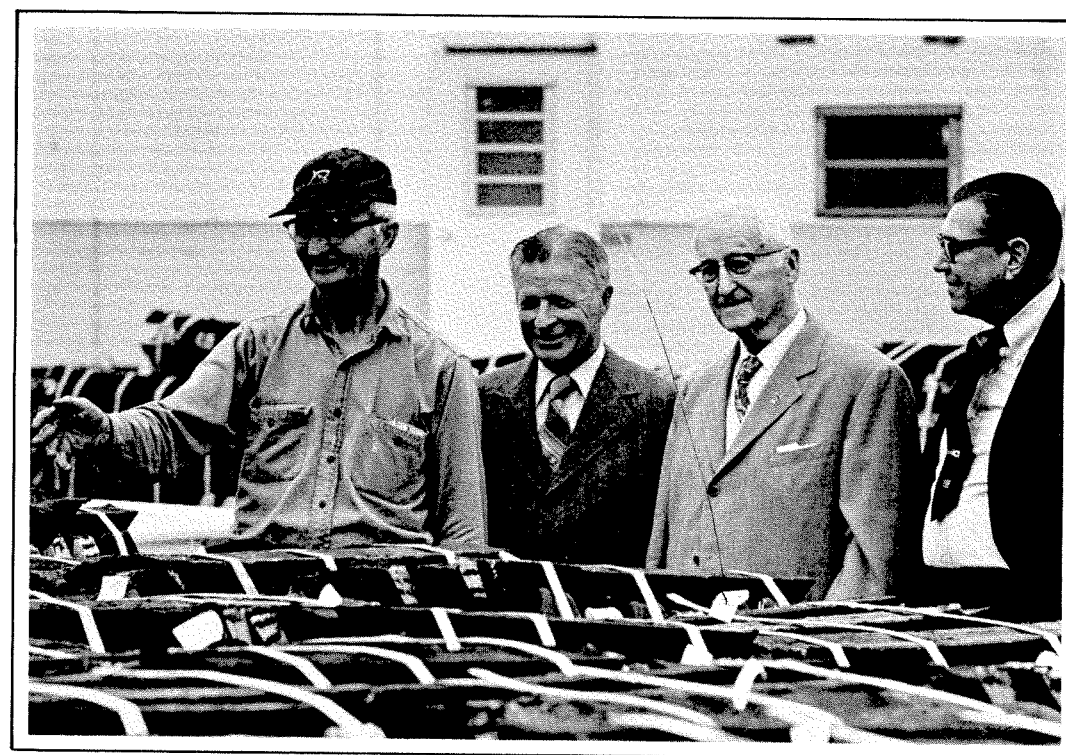
did was look around for a few seconds and then turned to Norman. "Let's go home," he said. The next day, Norman Sr., was in his office about the time "Cap" usually came to work when he heard his father exclaiming: "Get that g—d— furniture out of my office and go uptown and bring back my old desk and chair!" This was done at once and peace reigned from that moment on.

Two of the most faithful employees of Rukert Terminals retired in 1972. One was George Smith, who had started with "Cap" in 1923, pushing a wheelbarrow and working himself up to the post of warehouse superintendent at Brown's wharf at the time of his retirement. James Hickman, during his 45 years with the company, did an outstanding job supervising the stevedoring operations, new construction work and repairing of equipment. When the retirement of the veteran

William Fleischmann loomed in 1973, Norman, Sr. decided it was time to form a new team of young executives headed by his son, Norman, Jr., who had been elected vice president on March 13, 1972.

He called his sister Dorothy Nixon about the possibility of hiring her youngest son, George, Jr., who had recently graduated from the University of Baltimore. Dorothy, who had worked with George Rukert's company until 1936 and was now on the board of directors as well as serving as secretary of Rukert Termi-

nals, said she thought it was an excellent idea. George, Jr. was employed on April 1, 1973 and was taught administrative and financial duties by William Fleischmann who retired in December of that year. Richard L. Wolfe, who had worked five summers at Pier 5, was hired on June 20 of 1973 soon after graduating from Mt. Saint Marys College. He was assigned to Norman, Jr. to learn the stevedoring and warehousing operations. On January 21 of 1973, William J. Bienert, Jr., after a year of work at Pier 5 and twelve years with



*The new ferro nickel ingots attract attention from Rukert leaders, from the left, James Hickman, Norman, Sr.: "Cap" and William Fleischmann.*



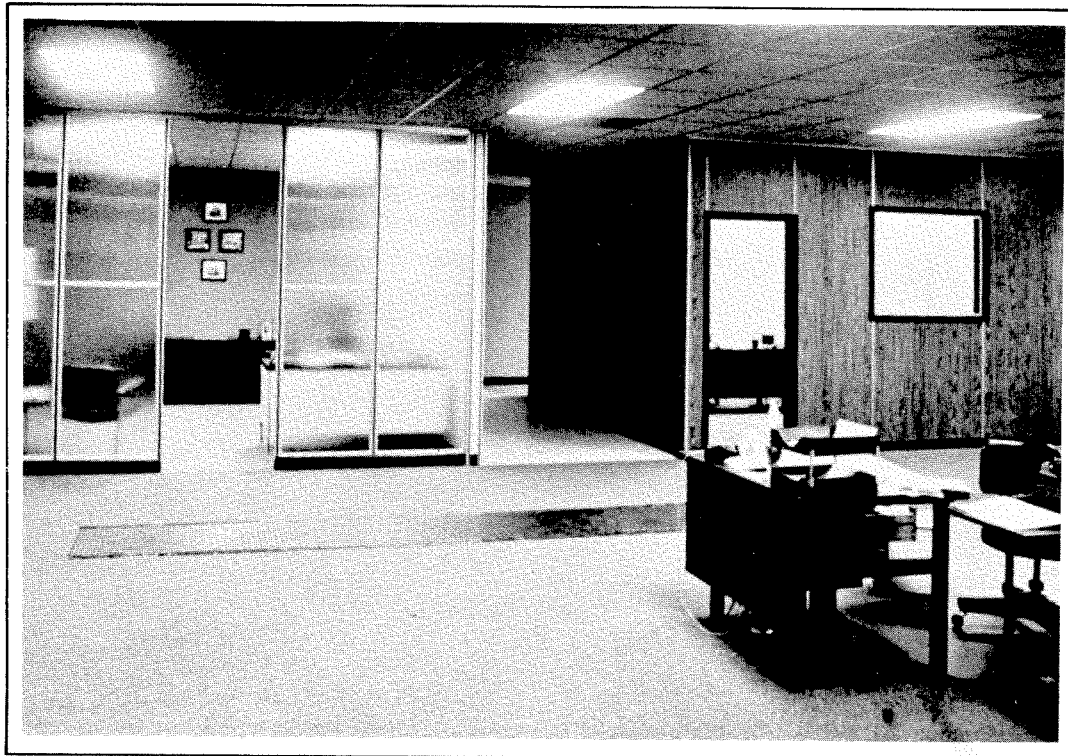
*A memorable 1974 portrait of "Cap" with a cannon used in the defense of 1814 which he had authenticated, repaired and installed at Ft. McHenry.▶*

the Maryland State Police, was hired as an account executive. The team was now complete.

But an era was ending. Captain Rukert died on February 4, 1974 at the age of 87 and after serving 66 years on the Baltimore waterfront. He was a man of unflagging energy who had devoted his entire life to stressing the importance of service to his customers. Port experts generally agree that he contributed more to the growth and development of maritime Baltimore than any other single person in its history.

The company's board of directors

elected George F. Nixon, Jr., vice president and director of Rukert Terminals Corporation on March 19, 1974. At the same meeting, Norman, Sr. advised directors that a very serious problem had arisen regarding the future of the company. It had just been announced that the route of the I-95 Highway, a major interstate, would virtually destroy, for a period of five years, 75 percent of the company's operations and facilities at Lazaretto. He reported that he would immediately investigate the possibility of an alternate location to be used during the construction of the tunnel.



*Norman, Sr.'s secret office, the year of its debut, 1973.*



## Recording the port's history

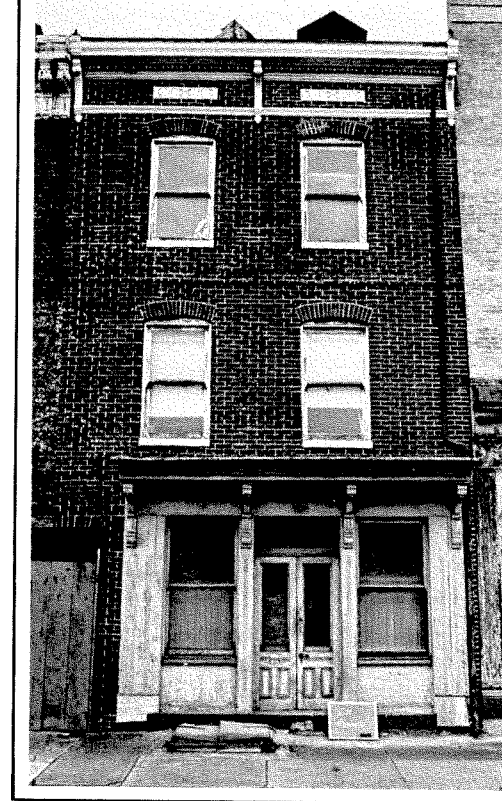
Soon after "Cap's" death, Norman, Sr. started recording the stories his dad had told him over a period of years, relating to the Fells Point area. He became engrossed in the subject, and hired a young lady, Mary Helen Williams, to do the research of the early history of the oldest section of Baltimore harbor.

During the research, he was amazed to learn that Rukert Terminals owned the oldest warehouse in Baltimore and one of the oldest remaining in any U. S. port in

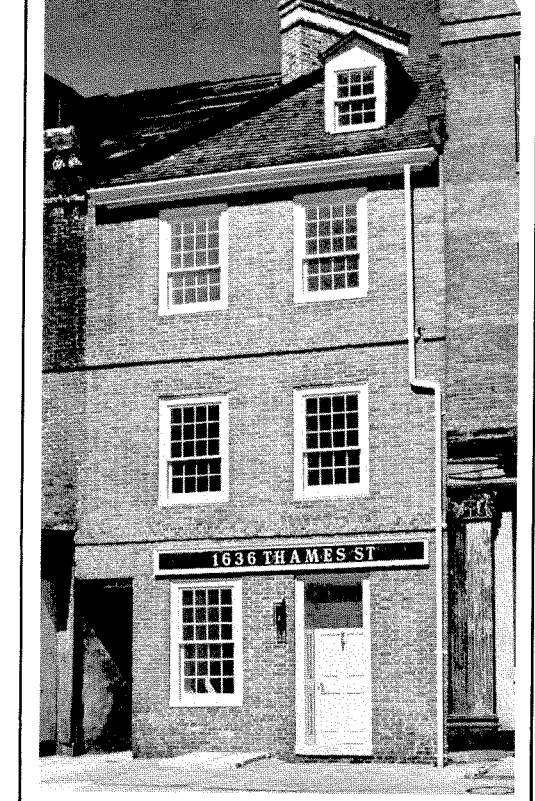
the form of their buildings at Brown's Wharf terminal. The warehouse had been built in 1822 by James and Joseph Biays and only the finest materials were used in the construction. The four-story building had a loft with an extreme roof pitch to eliminate snow accumulation. The bricks were imported from England and the slate for the roof came from Wales. The 18-inch by 12-inch beams throughout the warehouse are Georgia pine and are held in place by wooden pegs. The building had been empty for years because of the lack of elevators and increasing labor costs, so Norman, Sr. decided to turn the historic old place into a maritime museum.



Baltimore mayor William Donald Schaefer, second from right, launches the Brown's Wharf museum with, from left to right, George Nixon, Jr., Norman, Sr. and Norman, Jr.



BEFORE



AFTER

Samuel Ready, 19th century Fells Point sailmaker and philanthropist, is remembered in the Rukert restoration of his original home at 1636 Thames street, reception center for the Brown's Wharf museum.

With the help of many people, especially George Nixon, Jr., the museum was dedicated by Mayor William Donald Schaefer of Baltimore on March 20, 1976. It proved to be a very successful venture; the first day it was open to the public it had 882 visitors. The museum features a 10 by 12 foot map model of Fells Point as it appeared in the 18th century. Displays also include ship models, old records, coffee mugs, old photographs and paintings of vessels that were built in Baltimore. Life-sized displays of 19th century work tools, equipment and methods are also shown. Norman, Sr. has received two awards for setting up the museum: the Mayor's Award in September of 1976 and an annual preservation award of Baltimore Heritage, Inc., in December, 1979. He was also honored in the spring of 1976 by the Junior Chamber of Commerce of

Baltimore who named him "Man of the Year" and staged a municipal reception for the company president.

Norman, Sr.'s first book, *The Fells Point Story*, was published at the same time the country was celebrating its 200th anniversary. The book records the settlement of the area in the early 1700's, up through the golden age of Fells Point when its shipbuilding and its port activities were booming. It also describes the transitional years when Fells Point's fortunes declined as railroads and steamboats gained in popularity. In the final chapter, the fight by a small group of preservationists to save their community from a highway plan is well-documented. The book was given fine reviews and was well received by the public.

In February, 1977, Norman, Sr. was presented the Bell Award by the Maritime



Square Club, the same honor given his father ten years before. After accepting the award, Norman Sr., announced he was at work on his second book to be entitled *Historic Canton*.

Meanwhile, there was more news of physical restoration and preservation. In the spring of 1978, Norman Sr., received a call from the trustees of the Samuel Ready school advising him that the long established school was closing and they would like to give him all of Samuel Ready's 19th Century memorabilia. Knowing that Ready had started his career as a sailmaker in Fells Point, Norman, Sr. accepted the offer. The collection included Ready's original bedroom set, silver service, paintings and a number of tables and chairs. He was now faced with the question of what should be done with the collection. After talking over the problem with Norman, Jr., and George Nixon, it was decided to buy the house at 1636 Thames street, directly opposite the Browns Wharf museum on Fells Point. This house was built in the late 1790's, was owned by the city and could be purchased if restored to their specifications. Rukert Terminals and the city reached agreement on August 1, 1978 and the restoration was started immediately. Plans called for the first floor to be used as a reception center for the museum. The second floor would be restored as Samuel Ready's bedroom and library for use of the school alumnae and the top two floors would be made into a small apartment.

Norman Sr.'s second book, *Historic Canton*, came out in the fall of 1978 and received excellent reviews from the *Evening Sun*, the *Baltimore News American* and the *Catholic Review*. The book chroni-

cles not only Canton's early settlement and phenomenal commercial growth, but also relates its tales and sights and sounds and smells—things that contribute to form a rich fabric of local history. One section includes memories of some of Canton's old time residents—scowmen, prizefighters, steeplejacks and many others—each of whom makes a contribution to the character of the community. It also reveals the efforts of a determined group of citizens to preserve that character.

These activities continued to attract the citations of the academic community and the attention of people in public life. During 1979, Norman, Sr. received two awards. On May 1 he received the "William Fell Public Service Award" of the Johns Hopkins University for his "investment in the future" of Baltimore city and the state and for his leadership in port related industries and community affairs. A Congressional Certificate of Merit was also received in July of the same year after Congresswoman Barbara A. Mikulski sought and received help in correcting a rail car shortage which had threatened Baltimore.

The third in Rukert's series on Baltimore's harbor history, *Federal Hill* was published the week before Thanksgiving in 1980. The book explores the colorful past of this unique neighborhood, detailing the growth of the canning and packing industry, the glass factory and the brewing business. It also gives attention to the shipbuilding and repair industry, vital to the expansion and the life of the area. The present renovation and new development of the Hill's environs are covered in the final chapter of the book.

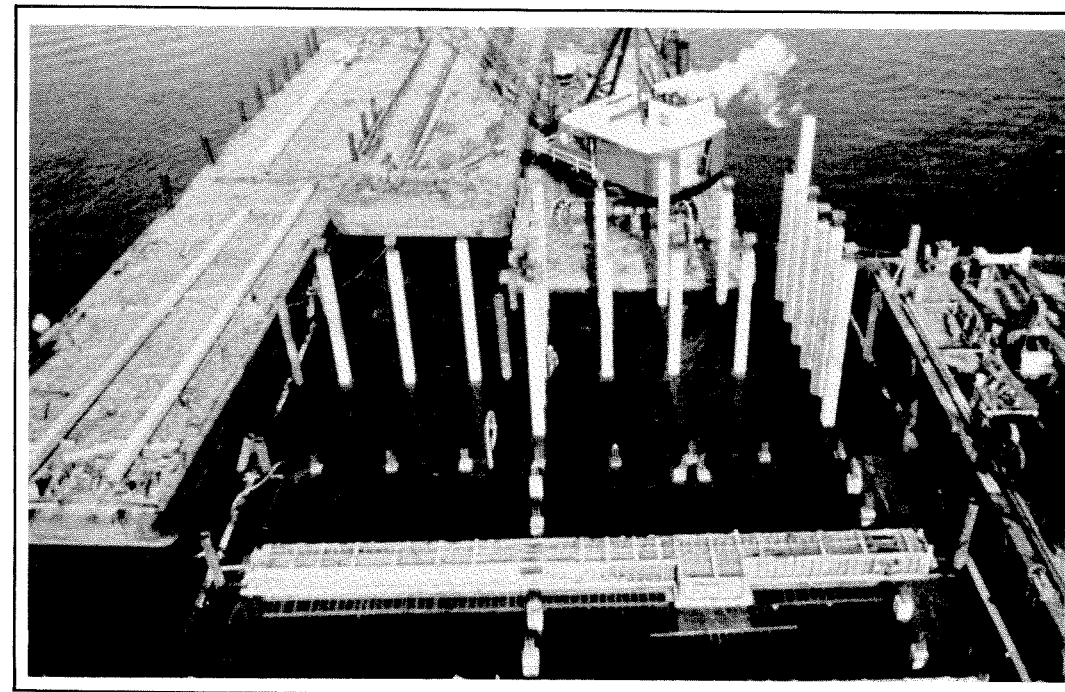


## The challenge of the 1980's

The road deadline approached inexorably during the late 1970's. At first Rukert Terminals approached Consolidated Rail about the possibility of purchasing eleven acres of land on the east side of Clinton street opposite Pier 5 to replace the property being lost at the Lazaretto. The negotiations immediately ran into a snag; no one was sure who owned the property, Consolidated Rail or the Penn Central Railroad. The company was successful in buying from the Penn Central

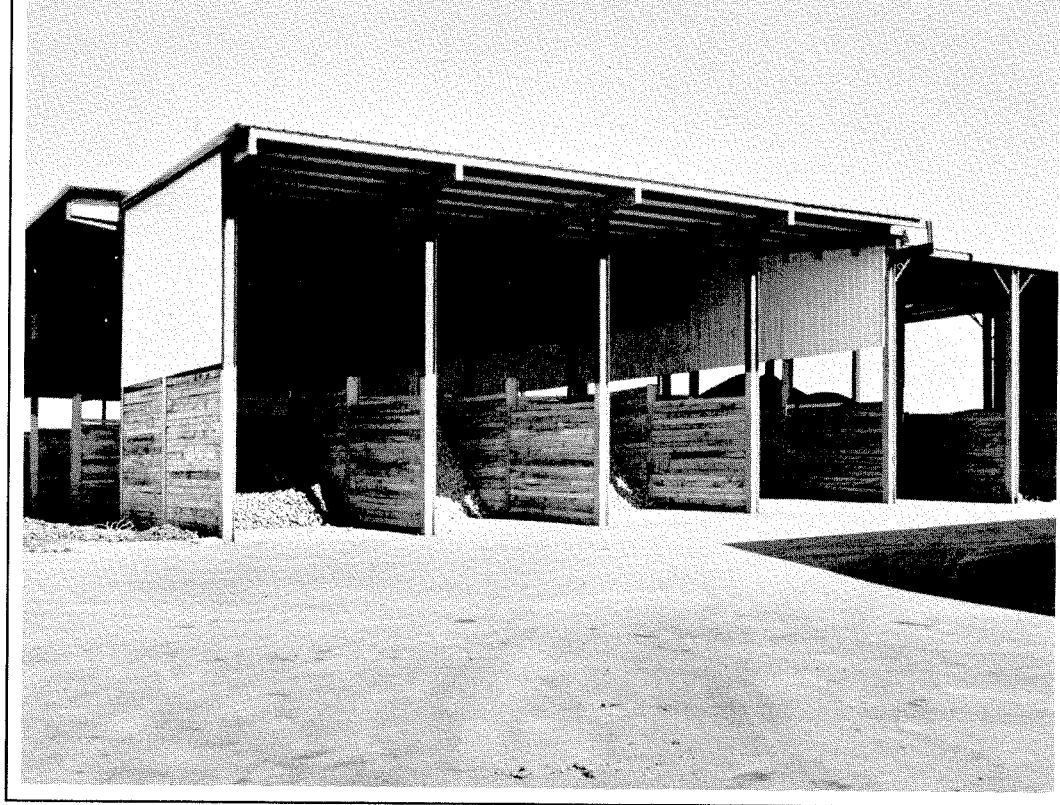
the one acre which the company had been leasing from the road since the late 1950's.

During 1977 a number of meetings were held between Rukert Terminals and the Interstate Division of Baltimore City government regarding their option on the Lazaretto Terminal. Acquisition of the property opposite Pier 5 was still being delayed by the two railroads involved. In the middle of such uncertainty, company business continued to enlarge. The Dead Sea Works of Beer-sheba, Israel and Rukert signed a 10-year agreement to handle up to 100,000 tons of Dead Sea potash per year. The contract called for Rukert Terminals to unload the vessels, store and screen the product as it was delivered to



A Pier 5 extension was rushed to accommodate rapid changes of the 1980s.





*One of the new bin buildings to accommodate shipping demands.*

trucks and rail cars. The agent for the Dead Sea Works, H. J. Baker & Brother, Inc., of New York city, has been a customer of the Rukert company for more than 50 years.

Continuing the company's search for new property, Rukert Terminals on March 27, 1979 purchased one acre at 2211 South Highland avenue. On the site at the time was a small building of 4,000 square feet which was immediately expanded to 10,600 square feet. There was a personal loss for the firm this year. Catherine Butz Wertz, "Cap's" youngest daughter, died on April 24 after serving eight years as a director of both Rukert Terminal Corporation and Rukert Marine Corporation.

Finally, on July 7, 1979, after three years of negotiations, Rukert Terminals purchased six acres on the east side of

Clinton street from Consolidated Rail Corporation. This was an important acquisition as it gave Rukert Terminals time to survey and plan the most advantageous utilization of the property. On September 13 of that year, McLean Contracting Company was awarded the contract to lengthen the pier at the Clinton Street terminal. The new 450-foot extension was designed by Charles Diver of the Diver Brothers firm and construction was started on December 15. The project was financed by a \$1 million industrial revenue bond arranged by Mayor Schaefer and the Maryland National Bank. Two weeks later an agreement was reached between Rukert Terminals and the Interstate Division regarding compensation for the loss of the Lazaretto Terminal for five years.



Some veteran company figures on the Rukert management scene left their harbor duties behind them. Willis Hedges retired on August 1 after serving 31 years as superintendent of the Clinton Street terminal. This position was filled by Donald Perryman who had been Hedges' understudy for nine years. (There is a persistent company rumor that Donald, who at one time was Norman, Sr.'s caddy, was hired by him because it was cheaper to pay him a salary than to buy golf balls.) Milton Bacon, who had for seventeen years handled his administrative duties as assistant vice president at Lazaretto in the most excellent manner, retired on December 1.

As the imports of bulk ferro alloys increased, Rukert placed in service a new building on Pier No. 5 including eight bins with a capacity of 900 tons each and eight mini-bins of 250 tons capacity. The first structure on the new property, design-

nated No. 10, was a bin building capable of storing 12,000 tons of bulk ores and it was placed in service on December 1.

The arrival of the 1980's was the biggest challenge in company history and one of the stipulations in the agreement with the city said that Rukert Terminals must be out of the Lazaretto property by November 1, 1980. This required the building of a new office building, four warehouses and a new machine shop, all within an 11-month deadline. In late January of 1980 the board of directors approved these company title changes: Norman G. Rukert, Sr., to chairman of the board and chief executive officer; Norman G. Rukert, Jr., president; George F. Nixon, Jr., executive vice president and Richard L. Wolfe and William J. Bienert, Jr., assistant vice presidents. It was also decided that Norman Rukert, Jr., would be relieved of his operational duties and



*The new Corporate headquarters—1980.*



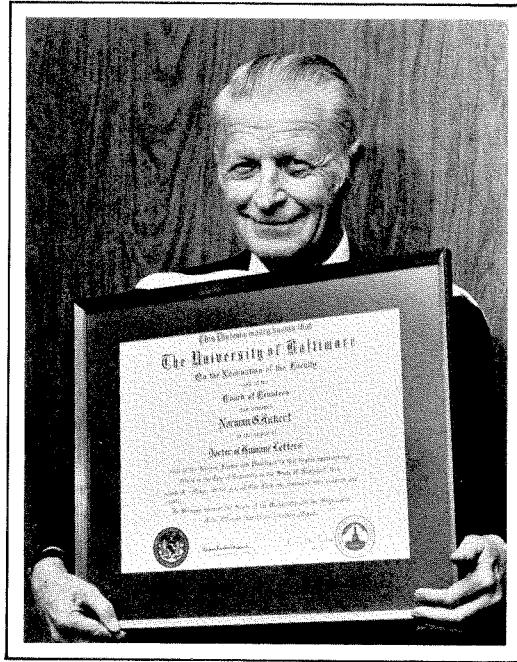
placed in charge of all new construction.

The new executive offices, designed by Norman, Sr. were built at 2021 South Clinton street, a few yards north of Pier 5. The 7,000-square-foot steel and brick building, with ample parking space was finished and occupied May 23, 1980. Meanwhile the contract to construct the four new warehouses on the new property was awarded to J. Rayman and Sons Corporation.

At its commencement exercises in May, 1980 the University of Baltimore honored Norman G. Rukert, Sr. by awarding him an honorary Doctorate of Human Letters, both for his longtime interest in port development and his contributions to Baltimore history in publishing three books on maritime neighborhoods.

As soon as Building No. 11 containing 26,000 square feet and Building No. 12, with 40,000 square feet, were completed, the giant task of moving thousands of tons of cargo, from the buildings that were to be razed at Lazaretto, was started under the supervision of Harry Routson and Richard Wolfe.

On August 26 the firm was notified by letter from the Consolidation Coal Company that they had purchased the Cottman Crane pier from The Canton Company and that the pier would be converted into a coal loading facility within one year. This created a serious problem since Cottman had unloaded all the imported bulk commodities consigned to Rukert Terminals for more than 40 years. There was, in fact, no other crane pier available in the Canton area of the port of Baltimore. Norman, Jr., was instructed to find the cost and the approximate time of delivery for a crane that could be built on



*The University of Baltimore presented a degree of Doctor of Humane Letters to Norman Sr. in May, 1980.*

the new Pier 5 extension.

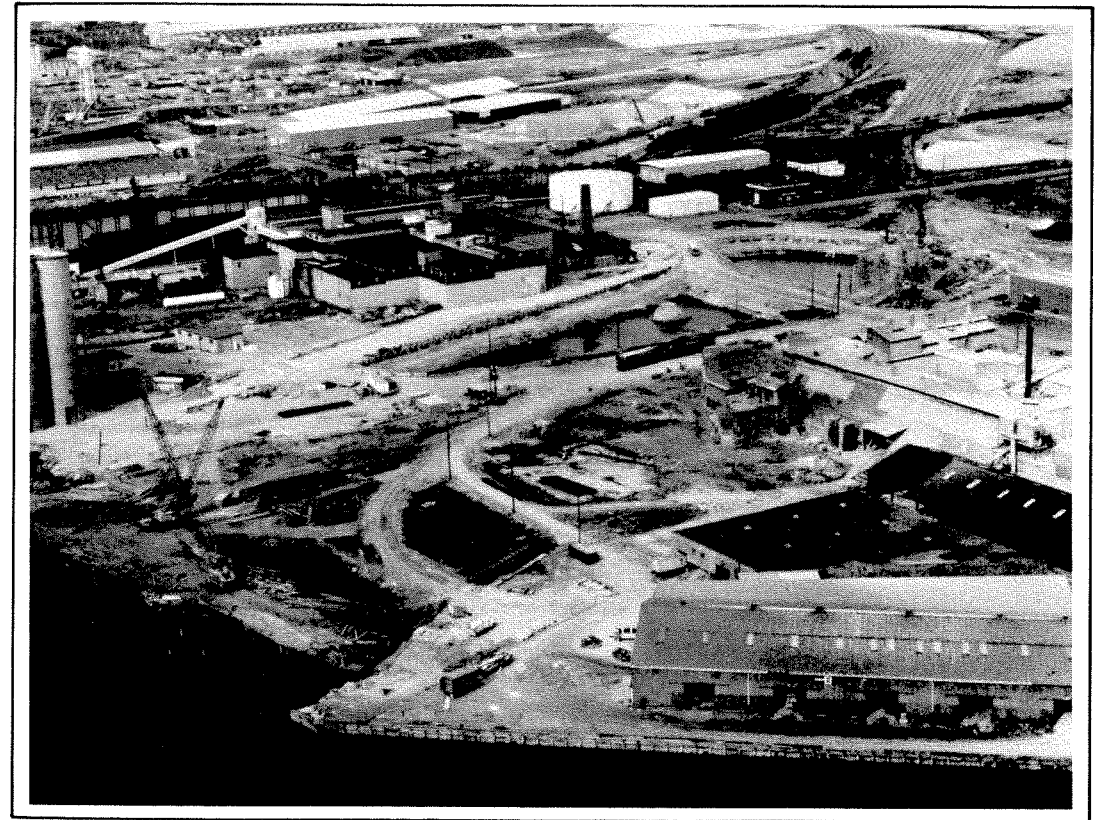
McLean Contracting Company finished the construction and dredging of the new pier extension ahead of schedule and in time for Rukert Terminals to unload 3,000 tons of bulk magnesite September 2, 1980 off the S. S. *Breezand*. The extension of the Bin Building No. 12, capable of storing an additional 16,500 tons of imported bulk ferro alloys was finished in October, 1980. This building, of unique design, now can handle a total capacity of 28,500 tons in 18 large and 12 small bins.

The new complex at Pier 5 was finished during Christmas week, 1980.

Building No. 14, a specially-designed bulk warehouse of 24,000 square feet for the storage of cattle phosphates, was the last to be put into service. It features a machine which moves the bulk material from a pit under the hopper cars directly into the building. The entire compound is one of the finest operational warehousing units in the port. The success of the difficult task of relocation was only made possible by the full cooperation and hard work by every employee of Rukert Terminals.

Spirits were dampened somewhat on Christmas Eve when Harry Routson, Jr., announced his retirement after 48 years of service. Harry, a fine leader of men, was one of the most loyal, hard-working employees in the history of the company. John Swain, who had been Routson's understudy for seven years, was promoted to superintendent.

At an important board meeting at which Mr. Wolfe and Mr. Bienert were elected vice presidents early in 1981, the company took up the prospect of buying



*Remains of the old Lazaretto terminal after razing by highway forces.*





*The Pier 5 terminal as completed in 1981.*

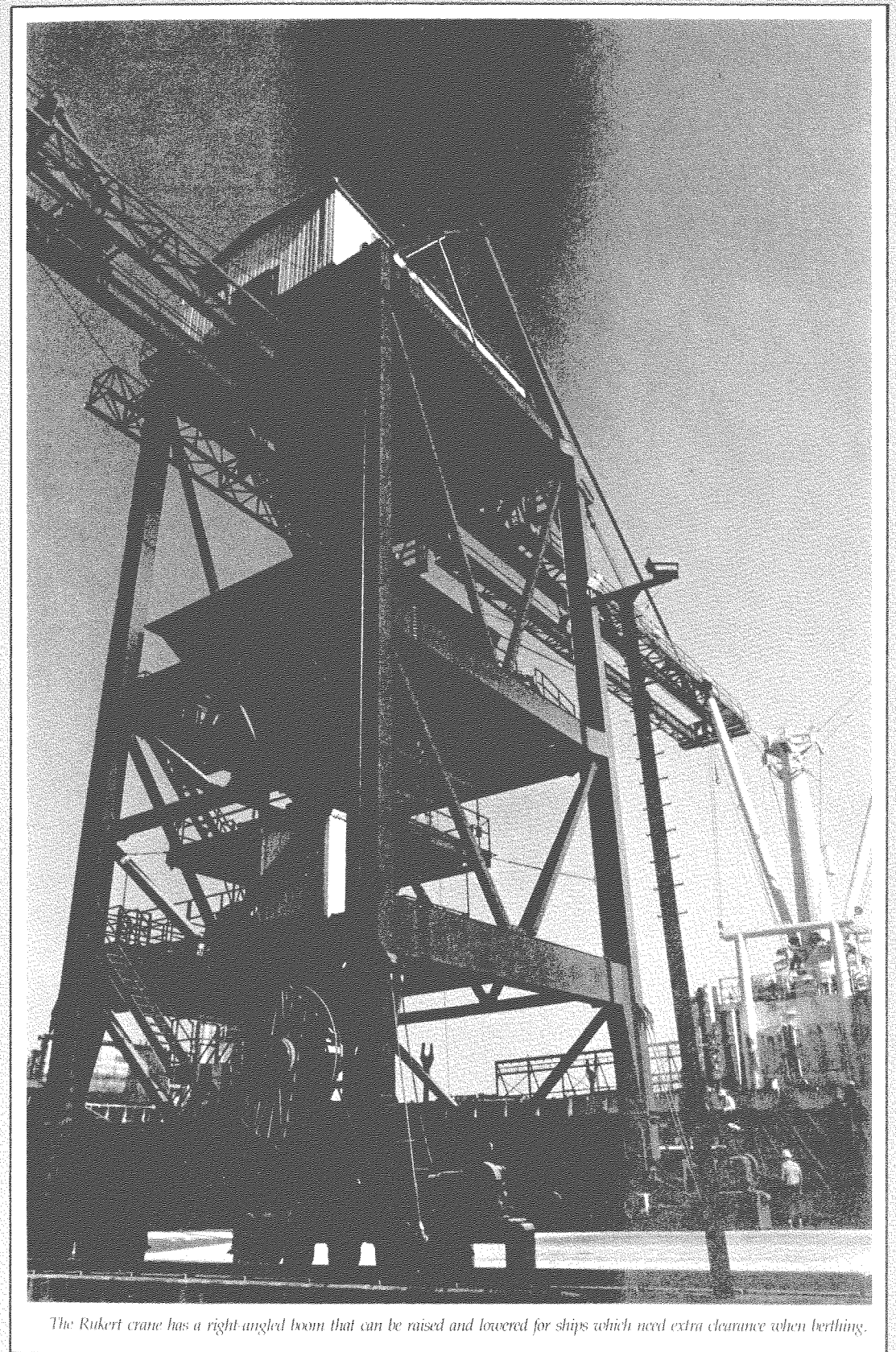
a bulk unloading crane for Pier 5 at a cost of \$2 million. After various aspects were considered, a contract for purchase of the equipment, manufactured by Products Engineering Company, of Kent, Washington, was entered into. A \$1.5 million industrial revenue bond was assured through the efforts, again, of Mayor Schaefer and the Maryland National Bank.

It was during 1982 that Rukert Terminals started the operation of their most ambitious enterprise—the high speed bulk

unloading crane. McLean Contracting Company finished the erection of the crane in time for Rukert Terminals to unload 6,000 tons bulk urea May 14 off the S/S *Lago Peten Itza*. During the balance of the year hundreds of thousands of tons of bulk salt, ores, magnesite, potash and other fertilizer material were discharged. The crane has been successful in unloading both granular and lump materials and has performed with utmost efficiency.

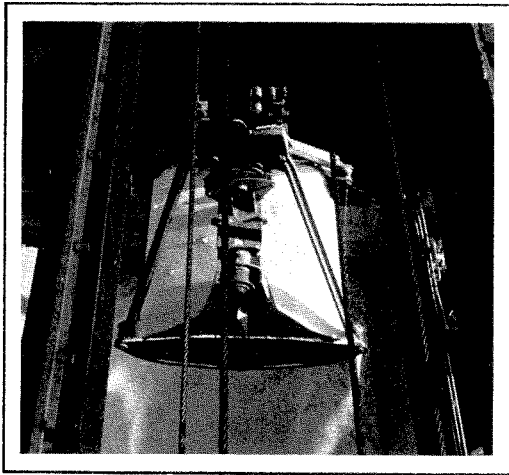


*Considered as the most sophisticated in the industry, the Rukert bulk cargo crane can travel 450 feet up and down Pier 5.*



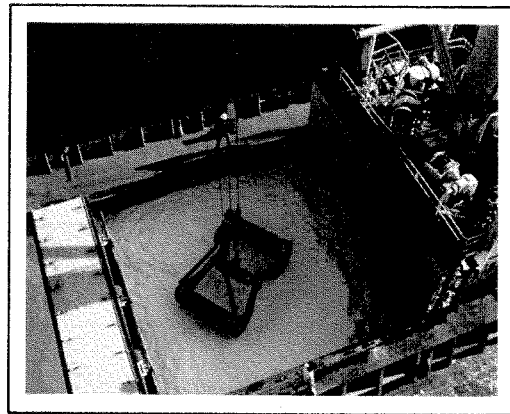
*The Rukert crane has a right-angled boom that can be raised and lowered for ships which need extra clearance when berthing.*





Ten-yard bucket scooping bulk salt out of a ship's hold.

During the first three months of the new year Rukert Terminals started to formulate for expansion to assure continuing service of their international trade. After months of negotiations they were successful in purchasing two acres of land on the east side of Clinton Street from the Consolidated Rail Corporation. These two acres adjoin the existing six-acre complex and plans are now being drawn for construction of two warehouses and a bulk building.



Crane operator's view of bulk fertilizer in a ship's hold.

On June 30, 1982, John and Emily Landeta, two of Rukert Marine's most faithful employees, retired. John, during his 28 years with the company did an outstanding job supervising the daily operations of the freight forwarding department. Emily, who for 12 years worked side by side with her husband, was an expert in the handling of export documents.

Norman Sr.'s fourth book, *The Port, Pride of Baltimore* was published in the fall and received excellent reviews. The book is an anthology of Baltimore's port, from its Revolutionary War days of struggle and privateering to its contemporary growth in container tonnage and the implications of protecting the ecosystem of the Chesapeake Bay through the diking of the Hart/Miller Islands.

On February 8, 1983 Norman Sr. was honored by the Traffic Club of Baltimore, which named him "Man of the Year" for Outstanding Contributions to the Transportation Industry.



An electronic weigh hopper records each load and registers total weight discharged.

Type:	Rapid Discharge Bulk Unloader Hinged Boom Grab Bucket Crane
Manufacturer:	PECO—Kent, Washington U.S.A.
Capacity:	Gross 42,000 lbs.
Production:	200-700 Tons Per Hour
Air draft:	60 feet from water line to highest obstruction leading to the hatch.
Clearances:	80 Ft. Under Boom
Reach:	80 Ft.
Buckets:	10 Cubic Yard General Purpose 4½ Cubic Yard Ore Bucket
Travel:	450 Ft. Along Berth
Power:	All Electric—M.G. Set
Pier:	820 Ft. Length
Water:	36 Ft. Depth Normal Mean Low Fresh Water
Scale:	Electronic—Cumulative Type
Hours:	2 Shifts Around The Clock—7 Days Per Week
Stevedore:	Beacon Stevedoring Corporation
Location:	Rukert Terminals Corporation Pier #5 Clinton Street Baltimore, Maryland 21224

On March 4 at a meeting of the Board of Directors, Mary Frances Foertsch was elected to the position of Controller of the Rukert Terminals Corporation. Mrs. Foertsch started as a payroll clerk in 1957 and has worked in almost all departments of the company.

During the spring the Interstate Division of Baltimore City advised Rukert Terminals that the new replacement pier and 5 acres of property at Lazaretto would be returned to them by the end of the year. A detailed study is being made by Rukert to determine the best plan for the most advantageous utilization of the property.

At the same time Norman Sr. announced that when the property was available he would arrange to reconstruct the historic Lazaretto Lighthouse which was torn down in 1926. The structure was con-

structed by John Donohoo in 1831 at a cost of \$2,100. It was a 34-foot height white-washed cylindrical brick tower with a detached keeper's house. This lighthouse, which many feel should have been preserved, had guided thousands of ships safely in the Baltimore Harbor; in addition scholars believe, based on interior description and measurements, that the tower was the inspiration for Edgar Allan Poe's unfinished story, "The Lighthouse."

Through the years the Rukert company has been blessed with expert professional guidance of this sort, including fine legal advice, first from Harvey Bickel, then Harrison Winter, later judge of the U.S. Court of Appeals Fourth Circuit, and at present Paul C. Wolman, Jr. The assistance from the accounting firm of Price Waterhouse has also been invaluable and words cannot express the aid and counsel given Rukert Terminals over the years by Maryland National Bank.

As it enters its seventh decade, Rukert Terminals is confident that it can continue to adapt to the sometimes bumpy but never dull business of servicing international trade. Its new Pier 5 facility and crane capability accent that adaptability, the sort of flexibility that has made Rukert one of America's largest private shipping terminals and the only one south of Philadelphia. Over the years the requirements of shippers and even the nature of cargoes have changed and with it the port of Baltimore has gone through an almost unpredictable series of expansions and changes. None of this has dented Rukert's ability to service Baltimore's huge bulk shipping demands. In our new setting we have room to expand and we welcome the job of moving ahead.



