

ARCHIBALD McCALL: THE BUSINESS CAREER OF A PHILADELPHIA  
SEDENTARY MERCHANT 1800-1817

by

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Merchants played an almost unchanging role in commerce for five hundred years before the nineteenth century whether they lived in medieval Europe or colonial America. These commercial capitalists or sedentary merchants residing in the principal business centers of the world operated business houses transacting venture trade with commission merchants in all areas of the globe. Not specializing in any particular type of goods, the merchants engaged in both wholesale and retail distribution. In order to avoid the huge risks of overseas trade, these men often banded together to operate insurance companies. The sedentary business man invested profits from trade in such diverse activities as banking, mining, and industry. Thus the lives of many of these merchants touched most of the key aspects of economic activity.

Even though the early part of the nineteenth century witnessed the beginning transformation of their role from diversity to specialization, not all merchants were able to adjust to the changing business conditions. Some, although remarkably skilled as venture tradesmen, failed miserably as industrial capitalists.<sup>1</sup> The career of Archibald McCall illustrates the diverse role of the merchant capitalist as well as the stubborn desire to cling to the old methods of conducting business.

Born on October 11, 1767, Archibald McCall lived as a boy among the aristocratic dry good traders of Philadelphia.<sup>2</sup> His father Archibald and Uncle Samuel McCall were merchants, operating a store. After Samuel's death, the elder McCall acquired a considerable fortune by a diverse trade in both the East and the West Indies. McCall's fine reputation rested not only upon the success of the family business but on his eventful civic career. Elected to the Philadelphia Common Council in 1764, Archibald was one of seven committeemen chosen at a citizen's meeting in 1765 to request the resignation of John Hughes, the Stamp Agent. McCall in the same period advocated and then signed the non-importation resolution.<sup>3</sup> He also served as a director of the Bank of the United States from January 5, 1795, until his death in April, 1799.<sup>4</sup>

The influence of the elder McCall's business and civic activities on his sons was considerable. Although existing evidence is meager, six of the eight boys who passed the age of ten definitely participated in mercantile pursuits sometime during their lifetimes: George and Peter unsuccessfully, Samuel moderately well especially in South America, Richard profitably as the Navy Agent for the United States Government at Gibraltar, Henry fairly successfully as a planter on the Mississippi River, and Archibald, Junior.<sup>5</sup> Consequently, the McCalls, as well as the Willings, Powells, Hares, Shippens, Francisces and a few other families, represented "good society" in Philadelphia

during the 1790's.<sup>6</sup>

The nature of the early career of young Archibald remains largely unknown. No doubt he followed in his father's footsteps engaging in foreign trade for the family firm. The surviving records indicate that McCall began to widen his business interests during the decade of the 1790's. The Philadelphian's foreign trade was so extensive that he and other merchants formed the Insurance Company of North America in 1792. McCall, however, resigned as required by law as a director in 1794 to become one of the first directors of the Insurance Company of the State of Pennsylvania.<sup>7</sup> In January, 1794, he was elected a director of the First Bank of the United States, a position he held for the entire twenty-year life of the institution.<sup>8</sup> In order to disseminate business information more readily, in February, 1801, McCall and several other merchants organized the Philadelphia Chamber of Commerce which met at the City Tavern.<sup>9</sup> Speculating in Pennsylvanian lands absorbed much of the profits from McCall's other business ventures.<sup>10</sup> At the turn of the century McCall retained an excellent reputation in the business community.

McCall continued developing and expanding his mercantile business during the early part of the nineteenth century. His ship Mercury returned from Calcutta in 1810 with over 150 different types of articles some of which he sold at a public sale. While the War of 1812 raged, McCall sent the Mercury throughout the Caribbean and South American waters trading at such ports as Havanna and Montivedeo. On these

voyages, the sailors, perhaps lured by the vision of adventures on navy vessels, continually complained about the payment of the \$1.25 daily wages and the conditions aboard the vessel. The Mercury returned to Philadelphia from Liverpool on its last voyage in 1816. Another McCall ship, the Fair Trader, traveled to and from Lisbon, Liverpool, Guttenberg, and various Baltic ports. The schooner Erect, a third vessel, went to Brazil in 1810. At the same time, the fourth ship, General Green, sailed to the Straits of Sunda for spices, sugar, and other East Indian products.

The extreme liabilities of McCall's widespread trade, especially during the wars of this era, forced him to invest frequently in marine insurance on his cargo. Between May, 1809, and August, 1812, he insured sixteen voyages for \$131,381 with the United States Company. Although this was the majority of his business, he also dealt with the Insurance Company of the State of Pennsylvania, the Delaware Insurance Company, the Marine and Fire Insurance Company, The Philadelphia Insurance Company, The Phoenix Insurance Company, the Union Insurance Company, and the Lancaster and Susquehanna Insurance Company. Premiums fluctuated from two per cent in the pre-war period to five per cent at the time of the actual conflict and back to two and a half per cent in 1816.<sup>11</sup>

A closer look at McCall's business relationship with the du Ponts who operated a new powder manufactory near Wilmington, Delaware, reveals the varied nature of the merchant's activities during the period from 1802 to 1817. McCall performed four primary functions

for the du Ponts: purchasing raw materials and finished goods, distributing manufactured products, financing business transactions, and advising on market conditions. Each function indicates characteristics of the sedentary merchant of the past and the commission agent of the future.

From the July, 1802 arrival in the Brandywine River Valley of Eleuthère Irénée du Pont, the founder of the powder company, McCall played a leading role in the purchasing of goods and supplies for the French immigrant. At first the merchant secured for a "little" commission wine, beer, brandy, and the Philadelphia Gazette.<sup>12</sup> Such foodstuffs as beef and pork came to the Brandywine by way of the McCall firm.<sup>13</sup> Throughout the period McCall acquired small manufactured items like nails, fish-oil, paint, leather, potash, and oil for fuel and lamps for reshipment to his client.<sup>14</sup>

The most important type of purchase was two of the raw materials for gunpowder -- sulphur and saltpeter. Until the chemist Dr. Samuel Brown widely publicized the existence of saltpeter deposits in the caves of Kentucky, eastern powdermakers relied on East Indian sources.<sup>15</sup> McCall used this foreign market for his supply. Victor du Pont, the merchant brother of Irénée, wrote in 1803 that McCall might ~~intend to~~ speculate in saltpeter on his own account thereby reaping the financial benefits rising from the uncertainty of war.<sup>16</sup>

The fluctuating world market caused du Pont in August, 1806, to purchase through McCall the first Kentucky saltpeter.<sup>17</sup> For the

next eleven years, the Philadelphian secured this important raw material from either foreign or domestic sources wherever the price was lowest for the du Ponts and the profit the greatest for himself. Typical of his letters about saltpeter is " ...there is 100 tons expected in a few days in a vessel from Canton. If you are reduced as low as 30,000 lbs., I would certainly endeavor to get a part of it for it will no doubt come lower than the English even after refining."<sup>18</sup>

Before purchasing saltpeter, the cautious du Pont asked McCall to submit a sample for the manufacturer's inspection. On several occasions McCall failed to make a sale because the sample did not meet du Pont's standards. At other times the slowness of the river transportation between Philadelphia and New Castle retarded the transaction.<sup>19</sup>

Sulphur or brimstone also came to the powder mills through McCall's efforts although not in as large quantities as saltpeter. Reporting on September 10, 1804, that he had "purchased the 37 barels of Brimstone which is warranted to be equal to the sample that I have received and appears to be very good,"<sup>20</sup> McCall sent du Pont a sample on the Wilmington boat in order to make his sale. Even though there was usually an ample supply of American refined sulphur on the Philadelphia market, McCall ordered most of the sulphur from French or Italian merchants since this material was of higher quality.

Whenever du Pont needed powder kegs made by barrel-makers working in the Philadelphia area, McCall served as the contact man. After the powdermaker received one of these kegs, he angrily sent McCall a sample keg supplied by a local cooper named Crout. Claiming that the new barrels were too thin, did not have enough hoops, and were too loose, du Pont then suggested that any barrels made in the future under McCall's supervision should follow the pattern of Crout. Evidently kegs furnished by McCall later in 1815 and 1816 met the powderman's standards since he did not complain.<sup>21</sup>

The second marketing function, that of distributing the products manufactured along the Brandywine, consumed a large portion of McCall's time and energy. Since Philadelphia was located ~~so~~ near ~~to~~ Wilmington, McCall served as one of the key gunpowder agents for the du Ponts. At first he refused to earn a commission on his sales. Then when a disagreement over the ownership of shares of stock in the new company developed (see below), McCall either received a sales commission of two and a half per cent or purchased the powder outright. During the first years, the merchant made small sales to local individuals or shipped powder to the New Orleans market. He quickly learned, however, that the Indian Department of the United States Government provided a ready-made market for gunpowder. Beginning in April, 1805, McCall successfully solicited business with a Mr. Davy of the department.<sup>22</sup> Thus, the United States Army outposts at Sandusky, Detroit, Arkansas, and Natchitoches used Du Pont Powder supplied by McCall.<sup>23</sup>



As soon as McCall had the opportunity, he began exploiting possible markets along the frontier by selling to recently established merchants. Western Pennsylvania, South Carolina, Georgia, and upper New York State furnished customers. By the end of 1809, McCall could view his record of gunpowder sales with much pride. Selling \$36,486.16 worth of powder, he ranked first among the twenty-four agents handling Du Pont powder.<sup>24</sup>

Although McCall's business correspondence after 1810 contains little information about the precise nature of his sales, the few notations in his letters and quarterly agency reports indicate that he continued distributing powder for the du Ponts. These records do suggest that McCall's aggressive exploitation of new markets began to slacken as the du Ponts expanded their agency system.

On at least one occasion, the merchant sold two casks of sulphur which E. I. du Pont had shipped to Philadelphia from the Brandywine refinery.<sup>25</sup>

*Handwritten mark* Closely allied with sales was the transporting of powder from the mills to the customers. McCall relied on inter-coastal trading vessels for many of his shipments. His letters contain frequent complaints about captains who refused to accept powder claiming that their ships were already overloaded. ] Because of the continual suppression of shipping, the refusal of captains to carry powder, and the improvement in roads, the du Ponts and McCall looked for other means of shipping

powder. Using the horse-drawn wagon for carrying powder often proved more satisfactory. McCall wrote to du Pont instructing him to ship 6,000 pounds of powder "conveyed in Waggon<sup>s</sup> as it is a dangerous article ... if the large casks were lined with blankets or cover lids he would also prefer it and will send the blankets to you."<sup>26</sup> In order to be economical, du Pont packed the powder in flax-seed casks secured on the outside with canvas.

To stimulate sales, the Philadelphia agent decided in 1804 to advertise the gunpowder. Although McCall gained the approval of Peter Bauduy, one of the partners of the company, he failed to ask Irénée. The hot-tempered du Pont wrote, "I find in Rielf's sic paper of Friday last an advertisement of my manufacture which I regret very much that you did not think of communicating to me previous to its printing... I beg of your kindness to withdraw the said article or to have it altered..."<sup>27</sup> Evidently the manufacturer had a change of heart because McCall periodically advertised powder after 1806.

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Financing the various commercial activities of the du Ponts was another function of the Philadelphia merchant. One of these ways, that of attempting to supply capital for the new powder mills, will be described later in this paper. Because McCall was a well established and respected business man with an excellent credit rating, he was able to assist the du Ponts in numerous ways. Both Victor and Irénée received letters from McCall giving them his personal endorsement. These they were to use as they arranged terms with other creditors. On other

occasions, McCall issued personal notes to the du Ponts so that they could meet their own notes coming due. The third use of McCall's signature was for endorsing their own drafts. When the du Ponts wanted to discount the drafts that they held, McCall tried to obtain cash or exchange them for more suitable commercial paper. No doubt his position as a director of the Bank of the United States aided him in these transactions.<sup>28</sup>

As a financial agent for the powder-makers, McCall experienced the thankless task of trying to collect the over-due debts of fellow merchants. During hard times, he often wrote to the du Ponts that he was having difficulty settling their accounts. A few of these debtors never did meet their obligations.<sup>29</sup>

As the business of the powder-makers expanded, so did the problem of paying European creditors. Again the du Ponts asked McCall for help. E. I. du Pont wrote, "Purchase us \$1,200 in U.S. funds. Please to choose the kind of stock which you will think the most sellable in Europe and to have them entered for transfer in the name of Augustin de Stael Holstein Esq. We desire to send the said stock to France by the first opportunity."<sup>30</sup> Agents in Bordeaux, Paris, and Liverpool handled many of these payments for McCall.

In addition to purchasing, selling, and financing for the du Ponts, McCall worked diligently advising them on the current and prospective market conditions. He carefully scrutinized the activities of his competitors. When a new powder appeared on the market, McCall

immediately sent samples to the Brandywine office so that du Pont could compare the quality with his own product. McCall quickly relayed to Irénée any adverse criticism of the quality of the Du Pont gunpowder.<sup>31</sup> Changes in competitor's prices alarmed McCall. On one occasion he believed that the current price of Du Pont powder was too high to compete successfully with other brands. Irénée wrote, "...we are sorry to find that we have lately missed the sale of several large parcels of powder on account of price .... From this it is evident that we must give our agent a discretionary power to lower the price when it is necessary to secure sale, and particularly in case of importation..."<sup>32</sup>

Another type of market information about which McCall commented was the effect of national and world affairs upon the powder industry, particularly the availability of saltpeter. Following the Chesapeake incident he wrote, "...I do not believe that the order of the British Council will effect the price of powder or saltpeter in this country. It is most probable it will not be renewed after December & in the meantime there is large quantities of English powder and refined salt Peter now on hand in this country .... if we should be involved in a war, there is no doubt that both powder and Salt Petre will rise very much but such an event appears everyday less probable...I should not advise any alteration at this time."<sup>33</sup> Throughout 1808, he described how the Embargo almost closed the port of Philadelphia even to inter-coastal shipping.<sup>34</sup> Unfortunately for historians, McCall's personal

correspondence for the period of the War of 1812 no longer exists.

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For years sedentary merchants had invested their surplus profits in the growing manufacturing industries. Archibald McCall was no exception to this general practice. Two du Pont enterprises -- the gunpowder manufactory and later the cotton mills -- drew both his attention and his funds. When the French immigrant discovered that he could not raise enough money for the new business from foreign investors, he turned to American funds. As a creditor of du Pont and a member of one of the leading families of Philadelphia, McCall was a likely source. Believing that Irénée would eventually return to France, McCall thought that the European investors would sell their shares to Victor du Pont. Because he held a strong faith in the prospects of the venture, McCall was eager to participate, especially if he and Victor would become co-directors. At one time, he told Victor that he would like to invest \$20,000 in the business. Irénée du Pont finally agreed to let the merchant have two shares if he subscribed \$4,000.<sup>35</sup>

McCall immediately became involved in a conflict with Peter Bauduy, another investor. Neither man trusted the other; each one hoped eventually to gain control of the proposed company. In the months that followed, McCall, working through Victor, tried to get a third share of stock. Irénée believed, however, that the merchants share in the firm should be no larger than Bauduy's. So as not to over-invest, McCall had paid only \$1,000 of the promised \$4,000 by the end of 1802.<sup>36</sup>

Developments were moving toward the elimination of Archibald McCall as a stockholder by August, 1803. Neither party was happy about the way matters stood. In addition, some evidence suggests that Bauduy wanted to force McCall out of the business and made efforts toward that end.

The young director's feelings toward McCall may have been adversely affected by the mere fact that the merchant was an American. Correspondence from 1803 shows that E. I. du Pont was bitterly unhappy about the spirit in which business was conducted in the United States and was very much on the defensive because of his French nationality. Even Victor's plea to Irénée in McCall's behalf may have had the opposite effect since it merely confirmed Irénée's suspicions about American business tactics. According to Victor, McCall was "thoroughly honest and honorable;" on the other hand, the merchant was "prudent and something like a Jew."<sup>37</sup>

McCall had reasons to be skeptical about his participation in the powder making business venture. If the ominous international situation of 1803 prevented foreign funds from reaching the Brandywine, the business would be doomed to failure. Under American partnership law, McCall knew that he would be made fully liable for all debts of the company if other stockholders could not be reached. After seeking the advice of his brother who was a lawyer, McCall suggested that all shares belonging to the French investors should be put in the name of E. I.

du Pont and that the firm should be organized under the names of the members who were in the United States. This would place the business roughly on the same basis as an ordinary American partnership.

This suggestion only served to increase the suspicion with which du Pont regarded the merchant. Recognizing the need for a distinctly American partner, Victor again mediated the dispute between his brother and McCall. In this Victor was partly successful, for he persuaded McCall to withdraw his request.<sup>38</sup>

By early September, 1803, the conflict of interests appeared again. Soon information received through Bauduy apparently convinced the director that his differences with McCall were insurmountable. In a letter to the merchant, he terminated McCall's relationship with the firm and returned the \$1,000.<sup>39</sup> McCall later testified that Bauduy had tried to convince him that E. I. du Pont was an undesirable business affiliate, and that Bauduy's words had indeed weakened his desire to stay with the company.<sup>40</sup> There is no doubt that McCall's elimination from the business strengthened Bauduy's role since one of McCall's shares was then transferred to Bauduy. The other was probably suppressed.<sup>41</sup>

Archibald McCall again tried to reap the financial rewards of the expanding American industry by investing in a manufacturing enterprise. On April 30, 1813, Archibald McCall; his brother Robert; Raphael Duplanty, a friend of the du Ponts; Victor du Pont; and E. I. du Pont signed the Articles of Agreement creating Duplanty, McCall & Company, a cotton spinning concern. This partnership was to last nine years. The business was capitalized at \$30,000 divided into twenty shares. The McCall

brothers subscribed for ten shares; Duplanty for five; Irénée, four; and Victor, one.

While Duplanty and Robert McCall managed the textile mill, Archibald was to act as General Agent in Philadelphia receiving a two and a half per cent commission on all transactions except bank business.<sup>42</sup> Surviving records indicate that McCall purchased machinery and raw materials, sold cloth and yarn, handled foreign financial transactions, and occasionally commented on the cotton market. Thus McCall performed the same marketing functions for the new company as he did for the parent firm.<sup>43</sup>

By agreement of the partners, the concern terminated its unprofitable operations on August 17, 1819. Sales of stock on hand continued until March 8, 1820. All of the shareholders suffered severe financial losses although the records are not clear as to the exact amount. The owners explained the failure as "having received no encouragement from Congress it was impossible for this New establishment to compete against the old extensive ones of Europe."<sup>44</sup> Actually there was some truth in their statement. Besides the general economic depression of 1819, the young American textile industry suffered from the flood of English goods dumped on the market, inadequate capital, and inexperience in producing in a competitive market. Only a few exceptionally well managed and financed mill operations survived this period of economic turmoil.<sup>45</sup>

Even before this unfortunate era, Archibald McCall had transferred his share in the company to Samuel McCall, another brother.



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Evidently Archibald owed his brother and other creditors a large amount of money by the summer of 1817. In order to keep the mill investment in the family and to protect his brother Robert, Archibald entered into an indenture with William Read which read, "...Whereas the said Archibald stands indebted in a considerable sum of money not necessarily ascertained to Samuel McCall at present in North America, whose attorney in fact the said William Read is and is desirous of securing the payment of the same to the said Samuel Now this Indenture witnesseth that the said Archibald for and consideration of the premises... hath granted, bargained, sold, assigned, transferred, and set over unto the said William Read, all and singular the undivided part, share, and interest of him the said Archibald of and in a certain cotton mill or Factory...."<sup>46</sup> Although McCall no longer participated as an active investor in the firm, he continued to represent his brothers' interests as the du Ponts tried to settle the accounts of the business. Only after General Thomas Cadwalader of Philadelphia intervened as a mediator in 1825 and 1826 did the men reach a satisfactory agreement.<sup>47</sup>

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McCall lost much more than his share in the cotton mill in 1817. He went bankrupt. Late in 1815, McCall began to experience difficulty in collecting money owed him and in settling his own accounts. Even after making so many trips to the debtors that they began "to be out of humor," the merchant reported that he had raised only \$130. McCall claimed that he could pay no more than \$4,000 on his du Pont account. At the same time, the du Ponts expected him to furnish \$9,624.88 to

help pay for saltpeter. The mill owner said, "...We must therefore beg that you will use all your exertions to collect as much as you can before the 23rd and that you will get discounted the best of the notes which you have in hand and which will be received in the latter part of the month, in March, or the beginning of April."<sup>48</sup>

As the months passed, McCall's credit became even more shaky. Between November 15, 1816, and January 9, 1817, E. I. du Pont issued drafts totaling \$10,000 to assist McCall in meeting his obligations. McCall had to seek du Pont backing again in February. The situation was indeed bleak by April, 1817. The desperate merchant desired about \$15,000 in advances to meet payments due before the arrival of the late spring and early summer selling season. He noted, "The course which my interest points out for me to take is clearly that of suspending payment without making further sacrifices & particulars... On the other hand I am fully sensible of the injurious effect which such a step would have upon your credit at this moment and would therefore not hesitate to make a sacrifice to avoid it were I assured that the end in view would ultimately be obtained thereby."<sup>49</sup> Realizing that to continue loaning funds to McCall merely jeopardized their own credit, the du Ponts decided to discontinue any additional financial aid although they continued to give moral support.

The Bank of Pennsylvania dealt another blow to McCall's hopes when they began to apply pressure on McCall to adjust his credit so that

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endorsers of notes were well established businessmen. Things became so futile for the merchant that the bank finally called a meeting of his creditors for July 7, 1817. The Bank announced at this meeting that they had become the receiver for all of McCall's current assets and liabilities.<sup>50</sup> At the end of July, he thought that he faced the possibility of prison. Fortunately for McCall this never occurred. He was able to report the next winter that there was some hope of coming to an arrangement soon. Thus the business career of Archibald McCall abruptly ended.<sup>51</sup>

Although McCall came to live on the Brandywine in order to work as a special agent for the Du Pont Powder Mills, he repeatedly tried to organize different types of business ventures to recover his financial losses. First a tannery in Maryland intrigued him; later another cotton mill along the Brandywine caught his fancy, but none of these ideas advanced beyond the planning stage.<sup>52</sup> By the middle of the 1820's, McCall had returned to reside in Philadelphia. There he remained until his death in 1843.<sup>53</sup>

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The business career of Archibald McCall which ultimately led to failure in 1817 suggests the inability of many sedentary merchants to adjust to the changing conditions of the business world during and immediately after the War of 1812. This era greatly accelerated the separation and specialization of business functions into such forms as banking, retailing, wholesaling, transportation, and insurance.

Merchants who continued to invest surplus funds in industry discovered that this was profitable only if they carefully scrutinized the prospective venture. Perhaps the success of the family as sedentary merchants so conditioned McCall's way of thinking that he became careless during the war years. Overinvestment in both commerce and industry prevented McCall from being able to weather the advancing economic storm.

~~—~~ The Philadelphia merchant's activities do clearly illustrate the four marketing functions of early nineteenth century merchants -- purchasing, distributing, financing, and advising -- and their role as a domestic source of funds for manufacturing enterprises.

FOOTNOTES

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12 Letter from Victor du Pont to E. I. du Pont, August 17, 1802 in Bessie Gardner du Pont, Life of Eleuthère Irénée du Pont (Newark, 1925), Vol. VI, p. 102. (This work hereinafter cited as BGD).

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14 Letters from Archibald McCall to E. I. du Pont, May 24, 1805, October 23, 1805, February 21, 1807, August 26, 1807, OSOR; Letter from E. I. du Pont de Nemours & Co. to Archibald McCall, October 29, 1815, Company Letter Book, EMHL.

15 Monte Calvert, "The Search for a Domestic Source of Saltpetre for Use in Making Gunpowder 1620-1920" (Unpublished research report, 1961, Hagley Museum, Greenville, Wilmington 7, Delaware) pp. 12-16. (Hereinafter cited as Calvert).

16 Letter from Victor du Pont to E. I. du Pont, April 30, 1803, in BGD, Vol. VI, p. 215.

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18 Letter from Archibald McCall to E. I. du Pont de Nemours & Company, September 22, 1807, Box 249, OSOR.

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20 Letter from Archibald McCall to E. I. du Pont de Nemours & Company, September 10, 1804, Box 249, OSOR.

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26 Letters from Archibald McCall to E. I. du Pont de Nemours & Company, September 10, 1804, September 28, 1805, March 3, 1807, Box 249, OSOR.

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28 Letters from Victor du Pont to E. I. du Pont, July 23, 1802, September 28, 1802, October 26, 1802, December 13, 1802, January 7, 1803; in BGD, Vol. VI; Letters from Archibald McCall to E. I. du Pont, especially September 11, 1806, February 18, 1807, July 1, 1809, Boxes 249-250, OSOR.

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33 Letter from Archibald McCall to E. I. du Pont de Nemours & Company, September 22, 1807, Box 249, OSOR.

34 Five letters from Archibald McCall to E. I. du Pont de Nemours & Company, 1808-1809, Box 249, OSOR.

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