



Gray, Gray & Gray
OILHEAT
SURVEY
2001

OVERALL RESULTS

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	29.7%
Up Slightly	42.0%
No Change	12.3%
Down Slightly	8.6%
Down Significantly	7.4%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	38.1%
Up Slightly	38.1%
No Change	14.5%
Down Slightly	9.3%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.406

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.519

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.404

4. How many oilheat customers do you have?

Residential (avg.):	3,198
Commercial (avg.):	294

5. How many employees do you have per million dollars in sales volume?

5.1

6. Which of the following employee benefits do you offer?

Group Life Insurance	51.8%
Group Disability Insurance	39.5%
Group Long Term Care Insurance	11.1%
Retirement Plan	66.6%
Cafeteria Plan (Section 125)	25.9%
Paid Vacation	95.0%
Paid Sick Days	75.3%
Education Assistance	30.8%
Signing Bonus (new employees)	7.4%
Recruitment Bonus (existing employees)	6.1%
Group Health Plan	86.4%
Percent Company Paid (avg.):	85%

7. Does your company offer the following?

Guaranteed Pricing	61.7%
Price Cap	64.1%
Budget Payment Plan	93.8%
Service Contracts	58.0%
Free Oil for New Customers	22.2%
Free Service for New Customers	25.9%
Tank Monitoring	9.8%
Central Air Conditioning	41.9%
Plumbing Service	13.6%
Heating System Design/Install	79.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$16.40
Service Managers	Avg:	\$20.28
Dispatchers	Avg:	\$14.60
Delivery Drivers	Avg:	\$14.25
Sales Person (per new account):	Avg:	\$92.27

9. Do you offer performance incentives to?

Service Technicians	20.9%
Dispatchers	7.4%
Delivery Drivers	14.8%

10. What is the highest price you charge for a service contract?

Avg.: \$180.78

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 5.3

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 28.7

13. What is your average drop (gallons delivered per stop)?

Avg.: 176.6

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$20.16

15. What other energy products do you sell?

Propane	23.4%
Gasoline	27.1%
Kerosene	65.4%
Coal	4.9%
Natural Gas	0%
Diesel Fuel	61.7%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	29.6%
Competition from other dealers	23.4%
Competition from utilities	4.9%
Finding/keeping employees	17.3%
Stability of oil supply & prices	22.2%
Insurance costs	7.4%
Banking relationships	2.5%
Environmental regulations	8.6%

17. Have you had any of the following problems with your bank?

Reduced credit availability	4.9%
Difficulty acquiring new financing	4.9%
Tightening of loan covenants	1.2%
Lack of understanding of oil industry	14.8%
Change in bank personnel	27.1%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	63.6%
I will make fewer contract purchases	16.9%
I will make no contract purchases	19.5%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	6.6%
\$200-\$300 per customer	24.7%
\$400-\$500 per customer	31.1%
\$600-\$700 per customer	22.0%
\$800-\$900 per customer	10.4%
More than \$900 per customer	5.2%

20. Are your children involved in your oilheat business?

Yes	37.6%
No	55.8%
No children	6.6%

21. Do you expect to pass your business on to your children?

Yes	31.6%
No	39.5%
Not sure	27.6%
Don't want my children in the oil business	1.3%

22. Do you have off season revenue sources?

Plumbing	13.5%
Septic Installation	2.5%
Propane Sales	19.7%
Landscaping	1.2%
Construction	9.8%
Air Conditioning	40.7%
Other	24.7%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	60.8%
No	39.2%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	84.6%
No	15.4%

SURVEY RESPONSES BY STATE:

MA	21%	ME	10%
N.H.	6%	R.I.	7%
VT	5%	CT	11%
NY	10%	NJ	4%
PA	20%	MD	1%
VA	5%		



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34 Southwest Park, Westwood, MA 02090
(781) 407-0300
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OILHEAT
SURVEY
2001

MASSACHUSETTS

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	20.0%
Up Slightly	60.0%
No Change	6.6%
Down Slightly	6.6%
Down Significantly	6.6%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	50.0%
Up Slightly	21.4%
No Change	14.3%
Down Slightly	14.3%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.45

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.53

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.41

4. How many oilheat customers do you have?

Residential (avg.):	2,474
Commercial (avg.):	109

5. How many employees do you have per million dollars in sales volume?

4.1

6. Which of the following employee benefits do you offer?

Group Life Insurance	33.3%
Group Disability Insurance	40.0%
Group Long Term Care Insurance	6.6%
Retirement Plan	80.0%
Cafeteria Plan (Section 125)	26.6%
Paid Vacation	100.0%
Paid Sick Days	86.6%
Education Assistance	13.3%
Signing Bonus (new employees)	6.6%
Recruitment Bonus (existing employees)	6.6%
Group Health Plan	86.6%
Percent Company Paid (avg.):	88.5%

7. Does your company offer the following?

Guaranteed Pricing	80.0%
Price Cap	80.0%
Budget Payment Plan	100.0%
Service Contracts	73.3%
Free Oil for New Customers	40.0%
Free Service for New Customers	66.6%
Tank Monitoring	20.0%
Central Air Conditioning	53.3%
Plumbing Service	6.6%
Heating System Design/Install	93.3%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$18.75
Service Managers	Avg:	\$26.28
Dispatchers	Avg:	\$18.21
Delivery Drivers	Avg:	\$16.95
Sales Person (per account):	Avg:	\$40.00

9. Do you offer performance incentives to?

Service Technicians	20.0%
Dispatchers	0%
Delivery Drivers	13.3%

10. What is the highest price you charge for a service contract?

Avg.: \$192.38

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 6.1

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 31.6

13. What is your average drop (gallons delivered per stop)?

Avg.: 171.9

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$24.19

15. What other energy products do you sell?

Propane	13.3%
Gasoline	13.3%
Kerosene	33.3%
Coal	0%
Natural Gas	0%
Diesel Fuel	46.6%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	6.6%
Competition from other dealers	40.0%
Competition from utilities	6.6%
Finding/keeping employees	40.0%
Stability of oil supply & prices	6.6%
Insurance costs	6.6%
Banking relationships	0%
Environmental regulations	6.6%

17. Have you had any of the following problems with your bank?

Reduced credit availability	0%
Difficulty acquiring new financing	6.6%
Tightening of loan covenants	0%
Lack of understanding of oil industry	6.6%
Change in bank personnel	6.6%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	53.3%
I will make fewer contract purchases	33.3%
I will make no contract purchases	13.4%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	0%
\$200-\$300 per customer	26.6%
\$400-\$500 per customer	33.3%
\$600-\$700 per customer	20.0%
\$800-\$900 per customer	13.4%
More than \$900 per customer	6.7%

20. Are your children involved in your oilheat business?

Yes	33.3%
No	66.7%
No children	0%

21. Do you expect to pass your business on to your children?

Yes	50.0%
No	16.6%
Not sure	33.4%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	13.4%
Septic Installation	0%
Propane Sales	6.6%
Landscaping	0%
Construction	6.6%
Air Conditioning	40.0%
Other	20.0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	50.0%
No	50.0%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	80.0%
No	20.0%



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2001

NEW HAMPSHIRE

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	20.0%
Up Slightly	20.0%
No Change	40.0%
Down Slightly	20.0%
Down Significantly	0%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	20.0%
Up Slightly	60.0%
No Change	20.0%
Down Slightly	0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.39

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg: \$1.52

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg: \$1.40

4. How many oilheat customers do you have?

Residential (avg.):	1,723
Commercial (avg.):	170

5. How many employees do you have per million dollars in sales volume?

4.25

6. Which of the following employee benefits do you offer?

Group Life Insurance	80.0%
Group Disability Insurance	40.0%
Group Long Term Care Insurance	0%
Retirement Plan	60.0%
Cafeteria Plan (Section 125)	20.0%
Paid Vacation	100.0%
Paid Sick Days	100.0%
Education Assistance	0%
Signing Bonus (new employees)	0%
Recruitment Bonus (existing employees)	0%
Group Health Plan	100.0%
Percent Company Paid (avg.):	88%

7. Does your company offer the following?

Guaranteed Pricing	80.0%
Price Cap	80.0%
Budget Payment Plan	100.0%
Service Contracts	40.0%
Free Oil for New Customers	0%
Free Service for New Customers	0%
Tank Monitoring	20.0%
Central Air Conditioning	0%
Plumbing Service	20.0%
Heating System Design/Install	80.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$17.80
Service Managers	Avg:	\$20.66
Dispatchers	Avg:	\$12.75
Delivery Drivers	Avg:	\$15.56
Sales Person (per account):	Avg:	N/A

9. Do you offer performance incentives to?

Service Technicians	20.0%
Dispatchers	0%
Delivery Drivers	20.0%

10. What is the highest price you charge for a service contract?

Avg.: \$180.00

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 4.4

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 31

13. What is your average drop (gallons delivered per stop)?

Avg.: 181.4

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$11.72

15. What other energy products do you sell?

Propane	20.0%
Gasoline	0%
Kerosene	80.0%
Coal	0%
Natural Gas	0%
Diesel Fuel	40.0%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	40.0%
Competition from other dealers	20.0%
Competition from utilities	0%
Finding/keeping employees	0%
Stability of oil supply & prices	0%
Insurance costs	20.0%
Banking relationships	0%
Environmental regulations	0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	20.0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	20.0%
Change in bank personnel	60.0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	60.0%
I will make fewer contract purchases	40.0%
I will make no contract purchases	0%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	0%
\$200-\$300 per customer	40.0%
\$400-\$500 per customer	40.0%
\$600-\$700 per customer	20.0%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	60.0%
No	40.0%
No children	0%

21. Do you expect to pass your business on to your children?

Yes	60.0%
No	20.0%
Not sure	20.0%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	20.0%
Septic Installation	0%
Propane Sales	20.0%
Landscaping	0%
Construction	0%
Air Conditioning	20.0%
Other	0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	60.0%
No	40.0%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	100.0%
No	0%



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OILHEAT SURVEY

2001

MAINE

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	57.0%
Up Slightly	28.0%
No Change	14.5%
Down Slightly	0%
Down Significantly	0%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	14.5%
Up Slightly	57.0%
No Change	28.5%
Down Slightly	0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.39

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.52

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.41

4. How many oilheat customers do you have?

Residential (avg.):	9,662
Commercial (avg.):	1,521

5. How many employees do you have per million dollars in sales volume?

5

6. Which of the following employee benefits do you offer?

Group Life Insurance	87.5%
Group Disability Insurance	37.5%
Group Long Term Care Insurance	25.0%
Retirement Plan	87.5%
Cafeteria Plan (Section 125)	50.0%
Paid Vacation	100.0%
Paid Sick Days	87.5%
Education Assistance	25.0%
Signing Bonus (new employees)	12.5%
Recruitment Bonus (existing employees)	0%
Group Health Plan	100.0%
Percent Company Paid (avg.):	75.9%

7. Does your company offer the following?

Guaranteed Pricing	87.5%
Price Cap	87.5%
Budget Payment Plan	100.0%
Service Contracts	75.0%
Free Oil for New Customers	25.0%
Free Service for New Customers	12.5%
Tank Monitoring	12.5%
Central Air Conditioning	12.5%
Plumbing Service	25.0%
Heating System Design/Install	100.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$13.88
Service Managers	Avg:	\$16.65
Dispatchers	Avg:	\$12.51
Delivery Drivers	Avg:	\$11.64
Sales Person (per account):	Avg:	N/A

9. Do you offer performance incentives to?

Service Technicians	37.5%
Dispatchers	12.5%
Delivery Drivers	12.5%

10. What is the highest price you charge for a service contract?

Avg.: \$185.50

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 4

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 29

13. What is your average drop (gallons delivered per stop)?

Avg.: 146.6

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$13.11

15. What other energy products do you sell?

Propane	62.5%
Gasoline	50.0%
Kerosene	75.0%
Coal	0%
Natural Gas	0%
Diesel Fuel	87.5%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	37.5%
Competition from other dealers	37.5%
Competition from utilities	0%
Finding/keeping employees	25.0%
Stability of oil supply & prices	25.0%
Insurance costs	0%
Banking relationships	0%
Environmental regulations	0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	0%
Difficulty acquiring new financing	25.0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	25.0%
Change in bank personnel	50.0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	100.0%
I will make fewer contract purchases	0%
I will make no contract purchases	0%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	14.5%
\$200-\$300 per customer	0%
\$400-\$500 per customer	57.0%
\$600-\$700 per customer	28.5%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	37.5%
No	62.5%
No children	0%

21. Do you expect to pass your business on to your children?

Yes	25.0%
No	50.0%
Not sure	25.0%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	25.0%
Septic Installation	0%
Propane Sales	50.0%
Landscaping	0%
Construction	0%
Air Conditioning	12.5%
Other	50.0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	28.5%
No	71.5%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	87.5%
No	12.5%



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SURVEY
2001

VERMONT

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	25.0%
Up Slightly	0%
No Change	25.0%
Down Slightly	25.0%
Down Significantly	25.0%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	50.0%
Up Slightly	50.0%
No Change	0%
Down Slightly	0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.37

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.57

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.46

4. How many oilheat customers do you have?

Residential (avg.):	2,919
Commercial (avg.):	280

5. How many employees do you have per million dollars in sales volume?

4

6. Which of the following employee benefits do you offer?

Group Life Insurance	25.0%
Group Disability Insurance	25.0%
Group Long Term Care Insurance	0%
Retirement Plan	50.0%
Cafeteria Plan (Section 125)	25.0%
Paid Vacation	100.0%
Paid Sick Days	100.0%
Education Assistance	75.0%
Signing Bonus (new employees)	25.0%
Recruitment Bonus (existing employees)	25.0%
Group Health Plan	100.0%
Percent Company Paid (avg.):	87.5%

7. Does your company offer the following?

Guaranteed Pricing	100.0%
Price Cap	50.0%
Budget Payment Plan	100.0%
Service Contracts	50.0%
Free Oil for New Customers	0%
Free Service for New Customers	25.0%
Tank Monitoring	25.0%
Central Air Conditioning	0%
Plumbing Service	50.0%
Heating System Design/Install	100.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$13.29
Service Managers	Avg:	\$19.37
Dispatchers	Avg:	\$15.00
Delivery Drivers	Avg:	\$11.78
Sales Person (per account):	Avg:	N/A

9. Do you offer performance incentives to?

Service Technicians	25.0%
Dispatchers	25.0%
Delivery Drivers	25.0%

10. What is the highest price you charge for a service contract?

Avg.: \$184.00

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 5

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 29

13. What is your average drop (gallons delivered per stop)?

Avg.: 165.2

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$12.49

15. What other energy products do you sell?

Propane	50.0%
Gasoline	25.0%
Kerosene	100.0%
Coal	25.0%
Natural Gas	0%
Diesel Fuel	100.0%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	50.0%
Competition from other dealers	0%
Competition from utilities	0%
Finding/keeping employees	25.0%
Stability of oil supply & prices	25.0%
Insurance costs	0%
Banking relationships	0%
Environmental regulations	0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	25.0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	0%
Change in bank personnel	0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	100.0%
I will make fewer contract purchases	0%
I will make no contract purchases	0%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	25.0%
\$200-\$300 per customer	25.0%
\$400-\$500 per customer	25.0%
\$600-\$700 per customer	25.0%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	25.0%
No	50.0%
No children	25.0%

21. Do you expect to pass your business on to your children?

Yes	25.0%
No	0%
Not sure	75.0%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	50.0%
Septic Installation	25.0%
Propane Sales	50.0%
Landscaping	0%
Construction	25.0%
Air Conditioning	0%
Other	25.0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	50.0%
No	50.0%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	25.0%
No	75.0%



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2001

RHODE ISLAND

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	16.6%
Up Slightly	66.8%
No Change	0%
Down Slightly	0%
Down Significantly	16.6%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	100.0%
Up Slightly	0%
No Change	0%
Down Slightly	0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.395

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg: \$1.47

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg: \$1.345

4. How many oilheat customers do you have?

Residential (avg.):	1,937
Commercial (avg.):	113

5. How many employees do you have per million dollars in sales volume?

4

6. Which of the following employee benefits do you offer?

Group Life Insurance	16.7%
Group Disability Insurance	16.7%
Group Long Term Care Insurance	0%
Retirement Plan	50.0%
Cafeteria Plan (Section 125)	0%
Paid Vacation	83.3%
Paid Sick Days	50.0%
Education Assistance	50.0%
Signing Bonus (new employees)	16.7%
Recruitment Bonus (existing employees)	16.7%
Group Health Plan	66.8%
Percent Company Paid (avg.):	100%

7. Does your company offer the following?

Guaranteed Pricing	16.7%
Price Cap	83.3%
Budget Payment Plan	100.0%
Service Contracts	33.0%
Free Oil for New Customers	16.7%
Free Service for New Customers	33.3%
Tank Monitoring	0%
Central Air Conditioning	66.8%
Plumbing Service	0%
Heating System Design/Install	83.3%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$14.70
Service Managers	Avg:	\$18.50
Dispatchers	Avg:	\$11.33
Delivery Drivers	Avg:	\$13.50
Sales Person (per account):	Avg:	\$100.00

9. Do you offer performance incentives to?

Service Technicians	0%
Dispatchers	0%
Delivery Drivers	0%

10. What is the highest price you charge for a service contract?
 Avg.: \$100.00

11. What is the average number of services calls per day, per service technician, you make (in season)?
 Avg.: 4.8

12. What is the average number of deliveries made per driver each day (in season)?
 Avg.: 29

13. What is your average drop (gallons delivered per stop)?
 Avg.: 151.6

14. Excluding oil, what is your estimated cost per delivery?
 Avg.: \$17.50

15. What other energy products do you sell?

Propane	0%
Gasoline	16.7%
Kerosene	66.8%
Coal	0%
Natural Gas	0%
Diesel Fuel	83.3%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	33.3%
Competition from other dealers	0%
Competition from utilities	0%
Finding/keeping employees	16.7%
Stability of oil supply & prices	33.3%
Insurance costs	16.7%
Banking relationships	0%
Environmental regulations	16.7%

17. Have you had any of the following problems with your bank?

Reduced credit availability	0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	33.3%
Change in bank personnel	33.3%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	83.3%
I will make fewer contract purchases	0%
I will make no contract purchases	16.7%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	0%
\$200-\$300 per customer	16.7%
\$400-\$500 per customer	50.0%
\$600-\$700 per customer	0%
\$800-\$900 per customer	33.3%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	16.7%
No	66.6%
No children	16.7%

21. Do you expect to pass your business on to your children?

Yes	16.7%
No	50.0%
Not sure	33.3%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	0%
Septic Installation	0%
Propane Sales	0%
Landscaping	0%
Construction	0%
Air Conditioning	50.0%
Other	33.3%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	83.3%
No	16.7%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	100.0%
No	0%



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SURVEY
2001

CONNECTICUT

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	33.0%
Up Slightly	45.0%
No Change	0%
Down Slightly	11.0%
Down Significantly	11.0%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	50.0%
Up Slightly	25.0%
No Change	12.5%
Down Slightly	12.5%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.42

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg: \$1.55

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg: \$1.46

4. How many oilheat customers do you have?

Residential (avg.):	3,022
Commercial (avg.):	113

5. How many employees do you have per million dollars in sales volume?

3.8

6. Which of the following employee benefits do you offer?

Group Life Insurance	67.0%
Group Disability Insurance	56.0%
Group Long Term Care Insurance	11.0%
Retirement Plan	78.0%
Cafeteria Plan (Section 125)	44.0%
Paid Vacation	100.0%
Paid Sick Days	89.0%
Education Assistance	67.0%
Signing Bonus (new employees)	11.0%
Recruitment Bonus (existing employees)	11.0%
Group Health Plan	100.0%
Percent Company Paid (avg.):	86.4%

7. Does your company offer the following?

Guaranteed Pricing	67.0%
Price Cap	78.0%
Budget Payment Plan	89.0%
Service Contracts	100.0%
Free Oil for New Customers	22.0%
Free Service for New Customers	44.0%
Tank Monitoring	11.0%
Central Air Conditioning	67.0%
Plumbing Service	22.0%
Heating System Design/Install	100.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$19.43
Service Managers	Avg:	\$25.37
Dispatchers	Avg:	\$18.00
Delivery Drivers	Avg:	\$17.00
Sales Person (per account):	Avg:	\$111.25

9. Do you offer performance incentives to?

Service Technicians	33.0%
Dispatchers	22.0%
Delivery Drivers	22.0%

10. What is the highest price you charge for a service contract?

Avg.: \$230.66

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 6

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 31

13. What is your average drop (gallons delivered per stop)?

Avg.: 222.2

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$23.44

15. What other energy products do you sell?

Propane	11.0%
Gasoline	11.0%
Kerosene	22.0%
Coal	0%
Natural Gas	0%
Diesel Fuel	56.0%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	33.0%
Competition from other dealers	22.0%
Competition from utilities	0%
Finding/keeping employees	22.0%
Stability of oil supply & prices	33.0%
Insurance costs	11.0%
Banking relationships	0%
Environmental regulations	11.0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	11.0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	22.0%
Change in bank personnel	33.0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	78.0%
I will make fewer contract purchases	0%
I will make no contract purchases	22.0%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	0%
\$200-\$300 per customer	0%
\$400-\$500 per customer	12.0%
\$600-\$700 per customer	22.0%
\$800-\$900 per customer	33.0%
More than \$900 per customer	33.0%

20. Are your children involved in your oilheat business?

Yes	33.0%
No	67.0%
No children	0%

21. Do you expect to pass your business on to your children?

Yes	11.0%
No	56.0%
Not sure	33.0%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	11.0%
Septic Installation	0%
Propane Sales	11.0%
Landscaping	0%
Construction	11.0%
Air Conditioning	78.0%
Other	33.0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	67.0%
No	33.0%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	89.0%
No	11.0%



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2001

PENNSYLVANIA

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	26.6%
Up Slightly	46.6%
No Change	6.7%
Down Slightly	13.4%
Down Significantly	6.7%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	46.6%
Up Slightly	20.0%
No Change	13.4%
Down Slightly	20.0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.38

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.48

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.35

4. How many oilheat customers do you have?

Residential (avg.):	3,111
Commercial (avg.):	161

5. How many employees do you have per million dollars in sales volume?

3.5

6. Which of the following employee benefits do you offer?

Group Life Insurance	53.3%
Group Disability Insurance	46.6%
Group Long Term Care Insurance	6.7%
Retirement Plan	80.0%
Cafeteria Plan (Section 125)	13.4%
Paid Vacation	93.3%
Paid Sick Days	60.0%
Education Assistance	33.3%
Signing Bonus (new employees)	0%
Recruitment Bonus (existing employees)	6.7%
Group Health Plan	86.4%
Percent Company Paid (avg.):	86.4%

7. Does your company offer the following?

Guaranteed Pricing	40.0%
Price Cap	46.6%
Budget Payment Plan	93.3%
Service Contracts	40.0%
Free Oil for New Customers	26.6%
Free Service for New Customers	0%
Tank Monitoring	0%
Central Air Conditioning	40.0%
Plumbing Service	13.4%
Heating System Design/Install	46.6%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$15.50
Service Managers	Avg:	\$17.97
Dispatchers	Avg:	\$13.40
Delivery Drivers	Avg:	\$13.06
Sales Person (per account):	Avg:	\$95.00

9. Do you offer performance incentives to?

Service Technicians	26.6%
Dispatchers	13.4%
Delivery Drivers	13.4%

10. What is the highest price you charge for a service contract?

Avg.: \$190.57

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 5.3

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 26.5

13. What is your average drop (gallons delivered per stop)?

Avg.: 181.5

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$21.70

15. What other energy products do you sell?

Propane	20.0%
Gasoline	46.6%
Kerosene	93.3%
Coal	0%
Natural Gas	0%
Diesel Fuel	73.3%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	40.0%
Competition from other dealers	33.3%
Competition from utilities	0%
Finding/keeping employees	6.7%
Stability of oil supply & prices	13.4%
Insurance costs	0%
Banking relationships	6.7%
Environmental regulations	6.7%

17. Have you had any of the following problems with your bank?

Reduced credit availability	6.7%
Difficulty acquiring new financing	6.7%
Tightening of loan covenants	0%
Lack of understanding of oil industry	20.0%
Change in bank personnel	40.0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	42.8%
I will make fewer contract purchases	28.6%
I will make no contract purchases	28.6%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	13.4%
\$200-\$300 per customer	46.6%
\$400-\$500 per customer	13.4%
\$600-\$700 per customer	26.6%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	40.0%
No	60.0%
No children	0%

21. Do you expect to pass your business on to your children?

Yes	46.6%
No	40.0%
Not sure	13.4%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	13.4%
Septic Installation	6.7%
Propane Sales	20.0%
Landscaping	6.7%
Construction	13.4%
Air Conditioning	53.3%
Other	13.4%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	69.2%
No	30.8%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	92.8%
No	7.2%



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SURVEY
2001

NEW YORK

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	50.0%
Up Slightly	12.5%
No Change	25.0%
Down Slightly	0%
Down Significantly	12.5%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	14.5%
Up Slightly	71.0%
No Change	14.5%
Down Slightly	0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.36

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.53

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.44

4. How many oilheat customers do you have?

Residential (avg.):	1,166
Commercial (avg.):	189

5. How many employees do you have per million dollars in sales volume?

4.8

6. Which of the following employee benefits do you offer?

Group Life Insurance	50.0%
Group Disability Insurance	62.5%
Group Long Term Care Insurance	12.5%
Retirement Plan	37.5%
Cafeteria Plan (Section 125)	25.0%
Paid Vacation	87.5%
Paid Sick Days	50.0%
Education Assistance	12.5%
Signing Bonus (new employees)	0%
Recruitment Bonus (existing employees)	0%
Group Health Plan	75.0%
Percent Company Paid (avg.):	81.7%

7. Does your company offer the following?

Guaranteed Pricing	87.5%
Price Cap	75.0%
Budget Payment Plan	87.5%
Service Contracts	25.0%
Free Oil for New Customers	0%
Free Service for New Customers	12.5%
Tank Monitoring	12.5%
Central Air Conditioning	37.5%
Plumbing Service	12.5%
Heating System Design/Install	75.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$13.86
Service Managers	Avg:	\$17.37
Dispatchers	Avg:	\$12.17
Delivery Drivers	Avg:	\$11.40
Sales Person (per account):	Avg:	N/A

9. Do you offer performance incentives to?

Service Technicians	12.5%
Dispatchers	0%
Delivery Drivers	25.0%

10. What is the highest price you charge for a service contract?

Avg.: \$194.00

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 5

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 27.5

13. What is your average drop (gallons delivered per stop)?

Avg.: 170.5

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$18.60

15. What other energy products do you sell?

Propane	25.0%
Gasoline	25.0%
Kerosene	87.5%
Coal	12.5%
Natural Gas	0%
Diesel Fuel	50.0%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	37.5%
Competition from other dealers	0%
Competition from utilities	12.5%
Finding/keeping employees	12.5%
Stability of oil supply & prices	25.0%
Insurance costs	0%
Banking relationships	0%
Environmental regulations	25.0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	0%
Change in bank personnel	12.5%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	75.0%
I will make fewer contract purchases	12.5%
I will make no contract purchases	12.5%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	14.3%
\$200-\$300 per customer	57.1%
\$400-\$500 per customer	14.3%
\$600-\$700 per customer	14.3%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	28.5%
No	71.5%
No children	0%

21. Do you expect to pass your business on to your children?

Yes	37.5%
No	25.0%
Not sure	25.0%
Don't want my children in oil business	12.5%

22. Do you have off season revenue sources?

Plumbing	25.0%
Septic Installation	0%
Propane Sales	12.5%
Landscaping	0%
Construction	25.0%
Air Conditioning	37.5%
Other	25.0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	42.9%
No	57.1%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	75.0%
No	25.0%



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SURVEY
2001

NEW JERSEY

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	33.0%
Up Slightly	67.0%
No Change	0%
Down Slightly	0%
Down Significantly	0%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	0%
Up Slightly	67.0%
No Change	33.0%
Down Slightly	0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.49

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg: \$1.47

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg: \$1.32

4. How many oilheat customers do you have?

Residential (avg.):	1,483
Commercial (avg.):	175

5. How many employees do you have per million dollars in sales volume?

3.3

6. Which of the following employee benefits do you offer?

Group Life Insurance	33.0%
Group Disability Insurance	33.0%
Group Long Term Care Insurance	33.0%
Retirement Plan	33.0%
Cafeteria Plan (Section 125)	33.0%
Paid Vacation	67.0%
Paid Sick Days	67.0%
Education Assistance	33.0%
Signing Bonus (new employees)	0%
Recruitment Bonus (existing employees)	0%
Group Health Plan	100%
Percent Company Paid (avg.):	100%

7. Does your company offer the following?

Guaranteed Pricing	0%
Price Cap	0%
Budget Payment Plan	67.0%
Service Contracts	67.0%
Free Oil for New Customers	33.0%
Free Service for New Customers	0%
Tank Monitoring	0%
Central Air Conditioning	67.0%
Plumbing Service	0%
Heating System Design/Install	67.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	\$15.10
Service Managers	Avg:	N/A
Dispatchers	Avg:	\$13.00
Delivery Drivers	Avg:	\$14.80
Sales Person (per account):	Avg:	\$100.00

9. Do you offer performance incentives to?

Service Technicians	0%
Dispatchers	0%
Delivery Drivers	33.0%

10. What is the highest price you charge for a service contract?

Avg.: \$168.30

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 6

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 25

13. What is your average drop (gallons delivered per stop)?

Avg.: 166.3

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$27.50

15. What other energy products do you sell?

Propane	67.0%
Gasoline	33.0%
Kerosene	67.0%
Coal	33.0%
Natural Gas	0%
Diesel Fuel	67.0%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	33.0%
Competition from other dealers	67.0%
Competition from utilities	0%
Finding/keeping employees	0%
Stability of oil supply & prices	0%
Insurance costs	0%
Banking relationships	0%
Environmental regulations	0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	0%
Lack of understanding of oil industry	0%
Change in bank personnel	0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	0%
I will make fewer contract purchases	33.0%
I will make no contract purchases	67.0%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	0%
\$200-\$300 per customer	0%
\$400-\$500 per customer	67.0%
\$600-\$700 per customer	33.0%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	67.0%
No	0%
No children	33.0%

21. Do you expect to pass your business on to your children?

Yes	0%
No	67.0%
Not sure	33.0%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	0%
Septic Installation	0%
Propane Sales	33.0%
Landscaping	0%
Construction	0%
Air Conditioning	67.0%
Other	0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	100%
No	0%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	100%
No	0%



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2001

VIRGINIA

1a. Compared to 1999, company gross margin in 2000 was:

Up Significantly	25.0%
Up Slightly	25.0%
No Change	25.0%
Down Slightly	25.0%
Down Significantly	0%

1b. Compared to 2000, we expect 2001 gross margin to be:

Up Significantly	0%
Up Slightly	75.0%
No Change	0%
Down Slightly	25.0%
Down Significantly	0%

2. What was your average targeted margin during the heating season just ending?

Avg.: \$0.32

3a. What was your full selling price for a gallon of heating oil on January 1, 2001?

Avg.: \$1.49

3b. What was your full selling price for a gallon of heating oil on March 1, 2001?

Avg.: \$1.37

4. How many oilheat customers do you have?

Residential (avg.):	2,962
Commercial (avg.):	132

5. How many employees do you have per million dollars in sales volume?

4.8

6. Which of the following employee benefits do you offer?

Group Life Insurance	100.0%
Group Disability Insurance	25.0%
Group Long Term Care Insurance	50.0%
Retirement Plan	50.0%
Cafeteria Plan (Section 125)	25.0%
Paid Vacation	100.0%
Paid Sick Days	75.0%
Education Assistance	25.0%
Signing Bonus (new employees)	25.0%
Recruitment Bonus (existing employees)	0%
Group Health Plan	100.0%
Percent Company Paid (avg.):	82.5%

7. Does your company offer the following?

Guaranteed Pricing	25.0%
Price Cap	25.0%
Budget Payment Plan	100.0%
Service Contracts	25.0%
Free Oil for New Customers	0%
Free Service for New Customers	0%
Tank Monitoring	0%
Central Air Conditioning	25.0%
Plumbing Service	0%
Heating System Design/Install	25.0%

8. What is the average hourly rate you pay:

Service Technicians	Avg:	N/A
Service Managers	Avg:	N/A
Dispatchers	Avg:	N/A
Delivery Drivers	Avg:	\$12.33
Sales Person (per account):	Avg:	N/A

9. Do you offer performance incentives to?

Service Technicians	0%
Dispatchers	0%
Delivery Drivers	0%

10. What is the highest price you charge for a service contract?

Avg.: \$210.00

11. What is the average number of services calls per day, per service technician, you make (in season)?

Avg.: 5

12. What is the average number of deliveries made per driver each day (in season)?

Avg.: 20

13. What is your average drop (gallons delivered per stop)?

Avg.: 205.0

14. Excluding oil, what is your estimated cost per delivery?

Avg.: \$23.13

15. What other energy products do you sell?

Propane	25.0%
Gasoline	75.0%
Kerosene	100.0%
Coal	0%
Natural Gas	0%
Diesel Fuel	50.0%
Electricity	0%

16. What are the biggest challenges facing your business?

Volatile oil prices	25.0%
Competition from other dealers	0%
Competition from utilities	25.0%
Finding/keeping employees	0%
Stability of oil supply & prices	25.0%
Insurance costs	25.0%
Banking relationships	25.0%
Environmental regulations	25.0%

17. Have you had any of the following problems with your bank?

Reduced credit availability	0%
Difficulty acquiring new financing	0%
Tightening of loan covenants	25.0%
Lack of understanding of oil industry	25.0%
Change in bank personnel	25.0%

18. Will you make contract purchases for oil next year?

I will make more contract purchases	33.0%
I will make fewer contract purchases	0%
I will make no contract purchases	67.0%

19. How much do you realistically think your business is worth?

Less than \$200 per customer	0%
\$200-\$300 per customer	0%
\$400-\$500 per customer	67.0%
\$600-\$700 per customer	33.0%
\$800-\$900 per customer	0%
More than \$900 per customer	0%

20. Are your children involved in your oilheat business?

Yes	50.0%
No	0%
No children	50.0%

21. Do you expect to pass your business on to your children?

Yes	50.0%
No	0%
Not sure	50.0%
Don't want my children in oil business	0%

22. Do you have off season revenue sources?

Plumbing	0%
Septic Installation	0%
Propane Sales	25.0%
Landscaping	0%
Construction	0%
Air Conditioning	25.0%
Other	25.0%

23. Do you think energy deregulation is another example of utilities taking advantage of the American consumer?

Yes	100.0%
No	0%

24. Are you in favor of opening the Arctic National Wildlife Refuge zone to oil exploration?

Yes	100.0%
No	0%



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