OVERALL RESULTS

1a. Compared to 2000, company gre	oss margin i	n 2001 was:	9. What is the maximum price you charge for	a service contract? Avg: \$210.02
Up Significantly		24%		
Up Slightly		41%	10. What is the average number of services of	calls per day, per serv-
No Change		10%	ice technician, you make (in season)?	
Down Slightly		16%	···· ·································	Avg: 5.3
				7.vg. 0.0
Down Significantly		9%	11 What is the average number of deliveries	made ner driver eech
1b. Compared to 2000, we expect 2	001 gross n	nargin to be:	11. What is the average number of deliveries day (in season)?	·
				Avg: 30
Up Significantly		5%	40.14% .:	
Up Slightly		24%	What is your average drop (gallons delive	
No Change		26%		Avg: 206.6
Down Slightly		29%		
Down Significantly		16%	13. Excluding oil, what is your estimated cost	per delivery?
· · · · · · · · · · · · · · · · ·				Avg: \$19.79
2. What was your average targeted r	nardin durin	a the heating		3
	nargin dunin	y the heating	14. What is the single biggest challenge facing	a vour husiness?
season just ending?		A 00.00	14. What is the single biggest challenge facility	g your business:
		Avg: \$0.39	M-1-19 9 - 2	050/
			Volatile oil prices	35%
How many oilheat customers do y	ou have?		Competition from other dealers	23%
			Competition from utilities	4%
Residential (avg.):		2,333	Finding/keeping employees	13%
Commercial (avg.):		202	Stability of oil supply & prices	11%
Commercial (avg.).		202	Insurance availability	4%
4. 11	-0		Banking relationships	1%
4. How many employees do you hav	e?			
		Avg: 19	Environmental regulations	6%
			Other	3%
Which of the following employee	benefits do	you offer?		
			Will you make contract purchases for oil n	ext year?
Group Life Insurance		51%		
Group Disability Insurance		39%	I will make more contract purchases	22%
Group Long Term Care		9%	I will make fewer contract purchases	55%
Retirement Plan		63%	I will make no contract purchases	23%
		30%	This make no contract paronacce	2070
Cafeteria Plan (Section 125)			16. How much do you realistically think your b	vuoinoss is worth?
Paid Sick Days		67%	To. How much do you realistically trillik your t	Justiless is worth:
Education Assistance		36%		===/
Incentive/Performance Pay		22%	Less than \$200 per customer	7%
Group Health Plan		83%	\$200-\$300 per customer	27%
Percent Company Paid (avg.): 85%			\$400-\$500 per customer	38%
, , , , , ,			\$600-\$700 per customer	14%
6. Does your company offer the follo	wing?		\$800-\$900 per customer	7%
o. Bood your company oner the lone	wing.		More than \$900 per customer	7%
Currentered Driving		CE0/	More than 4000 per customer	1,70
Guaranteed Pricing		65%	17. When you retire, do you expect to:	
Price Cap		58%	17. When you relife, do you expect to.	
Budget Payment Plan		90%		440/
Service Contracts		60%	Pass my business on to my children	41%
Free Oil for New Customers		16%	Sell my business to a partner	6%
Free Service for New Customers		16%	Sell my business to an employee	7%
Tank Monitoring		16%	Sell my business to a competitor	37%
Central Air Conditioning		45%	Fold the business	3%
		23%	Other	6%
Plumbing Service			Other	0 /0
Heating System Design/Install		77%		
7. What percentage of your custome plan?	rs are on a	'price cap" Avg: 32%		
8. What is the average hourly rate y	ou pay:			
Service Technicians	Avg:	\$16.69		
Service Managers		\$31.48		
ě .	Avg:			
Dispatchers	Avg:	\$14.94		
Delivery Drivers	Avg:	\$14.76		
Sales Person (per account)	Ava.	\$53.39		



\$53.39

Sales Person (per account)

1a. Compared to 2000, company grace margin in 2001 was:

Sales Person (per new account):

MASSACHUSETTS

9 What is the maximum price you charge for a service contract?

1a. Compared to 2000, company gross margin in 2001 was:		What is the maximum price you charge for a service contract? Avg: \$134.11		
Up Significantly		24%		Avg. \$134.11
		61%	10. What is the average number of services of	alle nor day nor con-
Up Slightly			ice technician, you make (in season)?	allo per day, per serv
No Change		2%	ice tecimician, you make (in season):	Ave. 6
Down Slightly		13%		Avg: 6
Down Significantly		0%	44 Million Continue and a continue of the Continue	
			11. What is the average number of deliveries	made per driver each
1b. Compared to 2000, we expect 20	01 gross n	nargin to be:	day (in season)?	
				Avg: 33
Up Significantly		3%		
Up Slightly		23%	What is your average drop (gallons delive	
No Change		34%		Avg: 206.5
Down Slightly		20%		
Down Significantly		20%	Excluding oil, what is your estimated cost	per delivery?
,				Avg: \$18.79
2. What was your average targeted ma	argin durin	g the heating		•
season just ending?	a. g aa	g and modaling	14. What is the single biggest challenge facin	a vour business?
occorr just origing.		Avg: \$0.38	3 - 33 - 33	3 ,
		Avg. \$0.00	Volatile oil prices	25%
3. How many oilheat customers do yo	u havaa		Competition from other dealers	18%
o. How many officeat customers do yo	u nave:		Competition from utilities	9%
Desidential (ever)		0.000	Finding/keeping employees	12%
Residential (avg.):		2,093	Stability of oil supply & prices	15%
Commercial (avg.):		187		
			Insurance availability	9%
How many employees do you have	?		Banking relationships	0%
		Avg: 14	Environmental regulations	6%
			Other	6%
5. Which of the following employee be	enefits do	you offer?		
			Will you make contract purchases for oil n	ext year?
Group Life Insurance		35%		
Group Disability Insurance		30%	I will make more contract purchases	21%
Group Long Term Care Insurance		10%	I will make fewer contract purchases	53%
Retirement Plan		57%	I will make no contract purchases	26%
Cafeteria Plan (Section 125)		25%		
Paid Sick Days		70%	16. How much do you realistically think your b	usiness is worth?
		43%	To: Trow maon do you roundadany trimin your t	dollicoo lo wortii.
Education Assistance			Less than \$200 per customer	3%
Incentive/Performance Pay		20%	\$200-\$300 per customer	32%
Group Health Plan		75%		
Percent Company Paid (avg.): 85%			\$400-\$500 per customer	37%
			\$600-\$700 per customer	8%
Does your company offer the follow	ving?		\$800-\$900 per customer	10%
			More than \$900 per customer	10%
Guaranteed Pricing		60%		
Price Cap		55%	17. When you retire, do you expect to:	
Budget Payment Plan		82%		
Service Contracts		62%	Pass my business on to my children	44%
Free Oil for New Customers		25%	Sell my business to a partner	6%
Free Service for New Customers		25%	Sell my business to an employee	12%
Tank Monitoring		30%	Sell my business to a competitor	26%
		30% 42%	Fold the business	6%
Central Air Conditioning			Other	6%
Plumbing Service		20%	Outo	U /0
Heating System Design/Install		83%		
7. What percentage of your customers plan?	are on a	"price cap" Avg: 39%		
What is the average hourly rate you	u pay:			
Service Technicians	Avg:	\$18.07		
	0	\$22.32		
Service Managers	Avg:			
Dispatchers	Avg:	\$18.36		
Delivery Drivers	Avg:	\$16.67		



1a. Compared to 2000, company grace margin in 2001 was:

Sales Person (per new account):

NEW HAMPSHIRE

1a. Compared to 2000, company gross margin in 2001 was:			 What is the maximum price you charge for a service contract? Avg: \$204.00 		
Up Significantly		21%		•	
Up Slightly		29%	10. What is the average number of services c	alls per dav. per serv-	
No Change		7%	ice technician, you make (in season)?	3, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,	
Down Slightly		29%	iso toomisian, you make (in ocason).	Avg: 5	
				Avg. 5	
Down Significantly		14%	44 Milestic the accesses accesses of deliceries		
			11. What is the average number of deliveries	made per driver each	
Compared to 2000, we expect 20	01 gross m	nargin to be:	day (in season)?		
				Avg: 34	
Up Significantly		7%			
Up Slightly		28%	What is your average drop (gallons delive	red per stop)?	
No Change		37%	, , , ,	Avg: 146.46	
Down Slightly		28%		9	
		0%	13. Excluding oil, what is your estimated cost	ner delivery?	
Down Significantly		0%	10. Excluding oil, what is your collinated cost p	Avg: \$22.33	
				Avy. \$22.33	
What was your average targeted n	nargin durin	g the heating			
season just ending?			What is the single biggest challenge facing	your business?	
		Avg: \$0.34			
			Volatile oil prices	42%	
3. How many oilheat customers do y	ou have?		Competition from other dealers	7%	
			Competition from utilities	0%	
Residential (avg.):		3,495	Finding/keeping employees	37%	
		211	Stability of oil supply & prices	7%	
Commercial (avg.):		211	Insurance availability	0%	
	_			0%	
 How many employees do you have 	?		Banking relationships		
		Avg: 20	Environmental regulations	7%	
			Other	0%	
5. Which of the following employee b	enefits do v	ou offer?			
0 , ,		'	15. Will you make contract purchases for oil ne	ext year?	
Group Life Insurance		57%	•	,	
Group Disability Insurance		38%	I will make more contract purchases	31%	
		7%	I will make fewer contract purchases	69%	
Group Long Term Care Insurance				0%	
Retirement Plan		64%	I will make no contract purchases	0%	
Cafeteria Plan (Section 125)		50%			
Paid Sick Days		71%	How much do you realistically think your be	usiness is worth?	
Education Assistance		43%			
Incentive/Performance Pay		21%	Less than \$200 per customer	8%	
Group Health Plan		100%	\$200-\$300 per customer	15%	
Percent Company Paid (avg.): 91%			\$400-\$500 per customer	54%	
r orderit company r aid (avg.). 0170			\$600-\$700 per customer	8%	
6 Daga your company offer the follo	uina?		\$800-\$900 per customer	15%	
Does your company offer the follogous	wirig?			0%	
0			More than \$900 per customer	U /o	
Guaranteed Pricing		71%	4-140		
Price Cap		43%	17. When you retire, do you expect to:		
Budget Payment Plan		93%			
Service Contracts		11%	Pass my business on to my children	31%	
Free Oil for New Customers		7%	Sell my business to a partner	15%	
Free Service for New Customers		0%	Sell my business to an employee	15%	
Tank Monitoring		29%	Sell my business to a competitor	31%	
		38%	Fold the business	0%	
Central Air Conditioning			Other	8%	
Plumbing Service		11%	Outer	U /0	
Heating System Design/Install		71%			
7. What percentage of your customer plan?	s are on a '	price cap" Avg: 39%			
8. What is the average hourly rate yo	ou pay:				
Service Technicians	Avg:	\$16.58			
Service Managers	Avg:	\$20.11			
Dispatchers	Avg:	\$15.94			
		\$13.54 \$13.54			
Delivery Drivers	Avg:	\$13.54 n/o			



1a. Compared to 2000, company gross margin in 2001 was:

Sales Person (per new account):

CONNECTICUT

9 What is the maximum price you charge for a service contract?

1a. Compared to 2000, company gross margin in 2001 was:		9. What is the maximum price you charge for a service contract? Avg: \$180.74		
Up Significantly		37%		7.vg. \$100.74
Up Slightly		58%	10. What is the average number of services of	calls per day per serv-
No Change		0%	ice technician, you make (in season)?	,,
			ioo tooriniolari, you make (iii ocacori).	Avg: 5
Down Slightly		0%		Avg. 5
Down Significantly		5%		
			What is the average number of deliveries	made per driver each
Compared to 2000, we expect 2	001 gross m	nargin to be:	day (in season)?	
				Avg: 28
Up Significantly		0%		
Up Slightly		10%	12. What is your average drop (gallons delive	ered per stop)?
No Change		10%	,	Avg: 173.5
				7 trg. 17 0.0
Down Slightly		35%	12 Evaluding all what is your estimated east	nor dolivory?
Down Significantly		45%	13. Excluding oil, what is your estimated cost	
				Avg: \$22.49
What was your average targeted r	nargin durin	g the heating		
season just ending?			What is the single biggest challenge facing	g your business?
,		Avg: \$0.40		
		3. +	Volatile oil prices	20%
3. How many oilheat customers do y	ou have?		Competition from other dealers	35%
3. How many officeat customers do y	ou nave:		Competition from utilities	0%
5		4.050		
Residential (avg.):		1,958	Finding/keeping employees	10%
Commercial (avg.):		160	Stability of oil supply & prices	30%
			Insurance availability	0%
4. How many employees do you have	e?		Banking relationships	0%
. , . , . , . , ,		Avg: 18	Environmental regulations	0%
		7.1.g. 10	Other	5%
5. Which of the following employee I	hanafita da i	ou offer?	0.1101	0,0
5. Which of the following employee i	benenis do j	/ou ollel !	15. Will you make contract purchases for oil n	ext year?
			13. Will you make contract purchases for oil in	ext year:
Group Life Insurance		50%	Low Marcalan and a section of a construction	450/
Group Disability Insurance		40%	I will make more contract purchases	15%
Group Long Term Care Insurance		5%	I will make fewer contract purchases	60%
Retirement Plan		70%	I will make no contract purchases	25%
Cafeteria Plan (Section 125)		35%		
Paid Sick Days		75%	16. How much do you realistically think your b	usiness is worth?
Education Assistance		50%	, , , , , , , , ,	
			Less than \$200 per customer	0%
Incentive/Performance Pay		25%		30%
Group Health Plan		85%	\$200-\$300 per customer	
Percent Company Paid (avg.): 82%			\$400-\$500 per customer	25%
			\$600-\$700 per customer	25%
6. Does your company offer the follo	wing?		\$800-\$900 per customer	10%
, , ,	Ü		More than \$900 per customer	10%
Guaranteed Pricing		75%	•	
Price Cap		45%	17. When you retire, do you expect to:	
		90%	, 500 101110, 00 , 500 0110001101	
Budget Payment Plan			Pass my business on to my children	24%
Service Contracts		90%		
Free Oil for New Customers		5%	Sell my business to a partner	6%
Free Service for New Customers		40%	Sell my business to an employee	0%
Tank Monitoring		5%	Sell my business to a competitor	64%
Central Air Conditioning		65%	Fold the business	0%
Plumbing Service		45%	Other	6%
Heating System Design/Install		85%		
ricating dystem besign/mstan		05 /0		
7. What percentage of your customer plan?	rs are on a '	'price cap" Avg: 38%		
8. What is the average hourly rate ye	ou pay:			
Service Technicians	Avg:	\$16.53		
		\$22.89		
Service Managers	Avg:			
Dispatchers	Avg:	\$17.05		
Delivery Drivers	Avg:	\$17.31		
Salae Pareon (per new account):	Ava:	\$05.16		



NEW JERSEY

9. What is the maximum price you charge for a service contract?

Avg: \$160.66

12.5%

42.0%

29.0%

29.0%

0%

Up Significantly	25.0%		
Up Slightly	12.5%	What is the average number of services of	calls per day, per serv-
No Change	25.0%	ice technician, you make (in season)?	
Down Slightly	25.0%		Avg: 5
Down Significantly	12.5%		
,		What is the average number of deliveries	made per driver each
1b. Compared to 2000, we expect 2001 gross ma	rgin to be:	day (in season)?	Ava. 20
Ha O'ma'Garantia	00/		Avg: 20
Up Significantly	0%	12. What is your average drop (gallons delive	ared per eten)?
Up Slightly	37.5%	12. What is your average drop (gallons delive	Avg: 190.4
No Change	25.0%		Avg. 190.4
Down Slightly	25.0%	13. Excluding oil, what is your estimated cost	nor dolivory?
Down Significantly	12.5%	13. Excluding oil, what is your estimated cost	Avg: \$17.31
2. What was your average targeted margin during	the heating		Avg. \$17.51
season just ending?	life fleating	14. What is the single biggest challenge facing	a vour business?
season just ending:	Avg: \$0.58	11. What is the single biggest challenge facility	g your buointooo.
	Avg. \$0.56	Volatile oil prices	37.5%
3. How many oilheat customers do you have?		Competition from other dealers	37.5%
3. How many officeat customers do you have:		Competition from utilities	0%
Residential (avg.):	1.142	Finding/keeping employees	0%
Commercial (avg.):	96	Stability of oil supply & prices	0%
Commercial (avg.).	30	Insurance availability	0%
4. How many employees do you have?		Banking relationships	0%
4. How many employees do you have:	Avg: 14	Environmental regulations	25.0%
	Avg. 14	Other	0%
5. Which of the following employee benefits do yo	u offer?		0 / 0
o. Which of the following employee beholic do ye	ou onor.	15. Will you make contract purchases for oil n	ext year?
Group Life Insurance	62.5%		•
Group Disability Insurance	50.0%	I will make more contract purchases	14.0%
Group Long Term Care Insurance	0%	I will make fewer contract purchases	43.0%
Retirement Plan	75.0%	I will make no contract purchases	43.0%
Cafeteria Plan (Section 125)	25.0%		
Paid Sick Days	62.5%	16. How much do you realistically think your b	ousiness is worth?
Education Assistance	25.0%		
Incentive/Performance Pay	12.5%	Less than \$200 per customer	0%
Group Health Plan	100.0%	\$200-\$300 per customer	12.5%
Percent Company Paid (avg.): 82.5%		\$400-\$500 per customer	50.0%
F , (3 /		\$600-\$700 per customer	25.0%
6. Does your company offer the following?		\$800-\$900 per customer	0%
,		More than \$900 per customer	10 50/

25.0%

37.5%

87.0%

75.0%

12.5%

12.5%

12.5% 37.5%

37.5%

75.0%

More than \$900 per customer

Sell my business to a partner

Fold the business

Sell my business to an employee

Sell my business to a competitor

17. When you retire, do you expect to:

Pass my business on to my children

7. What percentage of your customers are on a "price	cap"
plan?	Ava: 9.09

1a. Compared to 2000, company gross margin in 2001 was:

8. What is the average hourly rate you pay:

Guaranteed Pricing

Service Contracts

Tank Monitoring

Plumbing Service Heating System Design/Install

Free Oil for New Customers

Central Air Conditioning

Free Service for New Customers

Price Cap Budget Payment Plan

Service Technicians	Avg:	\$18.00
Service Managers	Avg:	\$19.00
Dispatchers	Avg:	\$17.50
Delivery Drivers	Avg:	\$15.50
Sales Person (per new account):	Ava.	\$58.33



Sales Person (per new account):

MARYLAND

1a. Compared to 2000, company gro	oss margin i	in 2001 was:	9. What is the maximum price you charge for	a service contract? Avg: \$167.83
Up Significantly		100%		
Up Slightly		0%	10. What is the average number of services of	calls per day, per serv-
No Change		0%	ice technician, you make (in season)?	p,, p
Down Slightly		0%	ioo toominoidii, you mano (iii codcori).	Avg: 4.5
				Avg. 4.5
Down Significantly		0%	AA NAME of the form of the Board of the Boar	and a second discourse of
1b. Compared to 2000, we expect 2	001 gross n	nargin to be:	11. What is the average number of deliveries day (in season)?	•
				Avg: 36
Up Significantly		0%		
Up Slightly		0%	What is your average drop (gallons delive	ered per stop)?
No Change		33%		Avg: 203.3
Down Slightly		0%		_
Down Significantly		67%	13. Excluding oil, what is your estimated cost	per delivery?
Down Olgrinicarity		07 /0	· · · · · · · · · · · · · · · · · · ·	Avg: \$19.31
0. \\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\\				7 trg. \$10.01
2. What was your average targeted r	nargin durin	g the neating	14. What is the single biggest shallongs fasin	a vour business?
season just ending?			14. What is the single biggest challenge facing	y your business?
		Avg: \$0.67		
			Volatile oil prices	67%
3. How many oilheat customers do y	ou have?		Competition from other dealers	33%
,			Competition from utilities	0%
Residential (avg.):		5.250	Finding/keeping employees	0%
(0 /		125	Stability of oil supply & prices	0%
Commercial (avg.):		125	Insurance availability	0%
	_			0%
How many employees do you have	e?		Banking relationships	
		Avg: 19	Environmental regulations	0%
			Other	0%
5. Which of the following employee I	penefits do	you offer?		
0 , ,		,	15. Will you make contract purchases for oil n	ext year?
Group Life Insurance		67%		
Group Disability Insurance		67%	I will make more contract purchases	0%
Group Long Term Care Insurance		0%	I will make fewer contract purchases	67%
			I will make no contract purchases	33%
Retirement Plan		100%	I will make no contract purchases	33 /6
Cafeteria Plan (Section 125)		67%	40.11	
Paid Sick Days		33%	How much do you realistically think your b	ousiness is worth?
Education Assistance		33%		
Incentive/Performance Pay		67%	Less than \$200 per customer	0%
Group Health Plan		100%	\$200-\$300 per customer	0%
Percent Company Paid (avg.): 75%			\$400-\$500 per customer	67%
r diddin ddinpany r aid (argi). 1070			\$600-\$700 per customer	33%
6 Dogo your company offer the falls	uning?		\$800-\$900 per customer	0%
Does your company offer the follow	wing?		More than \$900 per customer	0%
			More than \$900 per customer	070
Guaranteed Pricing		33%	47 14/6	
Price Cap		67%	17. When you retire, do you expect to:	
Budget Payment Plan		100%		
Service Contracts		100%	Pass my business on to my children	67%
Free Oil for New Customers		33%	Sell my business to a partner	0%
Free Service for New Customers		33%	Sell my business to an employee	0%
		33%	Sell my business to a competitor	0%
Tank Monitoring			Fold the business	0%
Central Air Conditioning		67%	Other	33%
Plumbing Service		33%	Other	33%
Heating System Design/Install		67%		
7. What percentage of your customer	rs are on a '	"price cap"		
plan?		Avg: 17%		
8. What is the average hourly rate y	ou pay:			
Service Technicians	Avg:	\$15.00		
Service Managers	Avg:	\$20.50		
Dispatchers	Avg:	\$16.16		
Delivery Drivers	. •	\$13.66		
Sales Person (per new account):	Avg:	\$13.00 \$10.00		
Sales Ferson they bely accountly.	AVU.			



MAINE

1a. Compared to 2000, company gro	ss margin i	n 2001 was:	9. What is the maximum price you charge for	a service contract?
	oo margiir i			Avg: \$180.24
Up Significantly		33%	40 140 11 11	
Up Slightly		17%	What is the average number of services of the services	alls per day, per serv-
No Change		5%	ice technician, you make (in season)?	
Down Slightly		17%		Avg: 5
Down Significantly		28%		
1b. Compared to 2000, we expect 20	001 aross m	argin to be	11. What is the average number of deliveries day (in season)?	made per driver each
is: compared to zooc, no expect zo	70 : g. 000	angin to bot		Avg: 33
Up Significantly		6%		
Up Slightly		38%	What is your average drop (gallons delive	red per stop)?
No Change		25%		Avg: 147.7
Down Slightly		31%		
Down Significantly		0%	13. Excluding oil, what is your estimated cost	per delivery?
, ,				Avg: \$16.36
2. What was your average targeted m	nargin durin	g the heating		
season just ending?	_	-	What is the single biggest challenge facing	your business?
		Avg: \$0.36		
		•	Volatile oil prices	53%
3. How many oilheat customers do y	ou have?		Competition from other dealers	16%
,			Competition from utilities	0%
Residential (avg.):		1,804	Finding/keeping employees	5%
		157	Stability of oil supply & prices	16%
Commercial (avg.):		137	Insurance availability	5%
A 11	. 0			5%
 How many employees do you have 	9?		Banking relationships	0%
		Avg: 12	Environmental regulations	
			Other	0%
Which of the following employee b	enefits do y	ou offer?	15. Will you make contract purchases for oil n	evt vear?
Group Life Insurance		68%	10. Will you make contract paronacco for oil fi	ont your.
		26%	I will make more contract purchases	26%
Group Disability Insurance			I will make fewer contract purchases	53%
Group Long Term Care Insurance		0%	I will make no contract purchases	21%
Retirement Plan		53%	i wiii make no contract purchases	21/0
Cafeteria Plan (Section 125)		42%	10 Harrison de con realistically think come	
Paid Sick Days		42%	How much do you realistically think your b	usiness is worth?
Education Assistance		37%		
Incentive/Performance Pay		11%	Less than \$200 per customer	18%
Group Health Plan		84%	\$200-\$300 per customer	24%
Percent Company Paid (avg.): 79%			\$400-\$500 per customer	40%
			\$600-\$700 per customer	6%
6. Does your company offer the follow	wing?		\$800-\$900 per customer	6%
	•		More than \$900 per customer	6%
Guaranteed Pricing		84%		
Price Cap		79%	17. When you retire, do you expect to:	
Budget Payment Plan		95%		
Service Contracts		63%	Pass my business on to my children	53%
Free Oil for New Customers		21%	Sell my business to a partner	0%
Free Service for New Customers		5%	Sell my business to an employee	5%
Tank Monitoring		11%	Sell my business to a competitor	42%
			Fold the business	0%
Central Air Conditioning		16%	Other	0%
Plumbing Service		16%	Othor	U /0
Heating System Design/Install		74%		
7. What percentage of your customer	s are on a "			
plan?		Avg: 29%		
8. What is the average hourly rate yo	ou pay:			
Service Technicians	Avg:	\$14.58		
Service Managers	Avg:	\$20.50		
Dispatchers	Avg:	\$11.36		
Delivery Drivers	Avg:	\$12.03		
Sales Person (per new account):	Avg. Avg:	\$18.33		
oaics i eison (per new account).	۸۷y.	ψ10.00		



RHODE ISLAND

1a. Compared to 2000, company gross margin in 2001 was:		9. What is the maximum price you charge for a service contract? Avg.: \$361.49		
Up Significantly	0%			
Up Slightly	40%	What is the average number of services of	alls per day, per serv-	
No Change	0%	ice technician, you make (in season)?		
Down Slightly	60%		Avg.: 4	
Down Significantly	0%		3	
Down Significantly	0 /6	11. What is the average number of deliveries	made nor driver each	
1b. Compared to 2000, we expect 2001 gross m	argin to be:	day (in season)?	·	
			Avg.: 39	
Up Significantly	0%			
Up Slightly	33%	12. What is your average drop (gallons delive	red per stop)?	
No Change	0%		Avg.: 150.0	
Down Slightly	33%		•	
Down Significantly	33%	13. Excluding oil, what is your estimated cost	ner delivery?	
DOWN Significantly	33 /6	10. Excitating oil, what to your commuted coot	Avg.: \$15.27	
0.14/11	o the cheestree		Avg., \$13.27	
What was your average targeted margin during	g the neating	4.4. What is the single binnest shallower facing		
season just ending?		14. What is the single biggest challenge facing	your business?	
	Avg.: \$0.47			
		Volatile oil prices	60%	
3. How many oilheat customers do you have?		Competition from other dealers	20%	
,		Competition from utilities	0%	
Residential (avg.):	3,236	Finding/keeping employees	20%	
	174	Stability of oil supply & prices	0%	
Commercial (avg.):	174	Insurance availability	0%	
			0%	
4. How many employees do you have?		Banking relationships	- / -	
	Avg. 27	Environmental regulations	0%	
		Other	0%	
5. Which of the following employee benefits do y	ou offer?	15. Will you make contract purchases for oil n	ext vear?	
Group Life Insurance	0%	, , , , , , , , , , , , , , , , , , , ,	,	
	20%	I will make more contract purchases	0%	
Group Disability Insurance		I will make fewer contract purchases	80%	
Group Long Term Care Insurance	0%			
Retirement Plan	80%	I will make no contract purchases	20%	
Cafeteria Plan (Section 125)	60%			
Paid Sick Days	80%	How much do you realistically think your b	usiness is worth?	
Education Assistance	40%			
Incentive/Performance Pay	20%	Less than \$200 per customer	25%	
Group Health Plan	60%	\$200-\$300 per customer	25%	
Percent Company Paid (avg.): 90%	00/0	\$400-\$500 per customer	0%	
Crock Company Laid (avg.). 30 /0		\$600-\$700 per customer	50%	
2 D			0%	
6. Does your company offer the following?		\$800-\$900 per customer		
		More than \$900 per customer	0%	
Guaranteed Pricing	60%			
Price Cap	80%	17. When you retire, do you expect to:		
Budget Payment Plan	100%			
Service Contracts	100%	Pass my business on to my children	0%	
Free Oil for New Customers	40%	Sell my business to a partner	0%	
		Sell my business to an employee	0%	
Free Service for New Customers	40%	Sell my business to a competitor	80%	
Tank Monitoring	0%			
Central Air Conditioning	100%	Fold the business	20%	
Plumbing Service	0%	Other	0%	
Heating System Design/Install	100%			
7. What percentage of your customers are on a "	nrion con"			
plan?	Avg. 55%			
8. What is the average hourly rate you pay:				
Our in Trabation	015.00			



\$15.80

\$22.50 \$14.38

\$11.88

Avg: Avg:

Service Technicians

Sales Person (per new account):

Service Managers

Dispatchers Delivery Drivers

VERMONT

1a. Compared to 2000, company gro	ss margin i	n 2001 was:	9. What is the maximum price you charge for a	a service contract?
	Ü			Avg: \$181.00
Up Significantly		11%	40 Miles Lie Heaven and a section of a section	.0
Up Slightly		56%	10. What is the average number of services of	alls per day, per serv-
No Change		22%	ice technician, you make (in season)?	
Down Slightly		11%		Avg: 4
Down Significantly		0%		
1b. Compared to 2000, we expect 20	001 aross m	argin to be	11. What is the average number of deliveries day (in season)?	made per driver each
is: compared to zooc, no expect zo	70 : g. 000 ::	angin to bot		Avg: 28
Up Significantly		25%		
Up Slightly		25%	What is your average drop (gallons delive	red per stop)?
No Change		50%		Avg: 137.8
Down Slightly		0%		
Down Significantly		0%	13. Excluding oil, what is your estimated cost	per delivery?
g,				Avg: \$13.72
2. What was your average targeted m	nargin durin	g the heating	A A Miller Coults of the letter and the live of feeter	
season just ending?			What is the single biggest challenge facing	your business?
		Avg: \$0.37		
			Volatile oil prices	23%
3. How many oilheat customers do y	ou have?		Competition from other dealers	33%
,			Competition from utilities	0%
Residential (avg.):		1.770	Finding/keeping employees	33%
Commercial (avg.):		164	Stability of oil supply & prices	0%
Commercial (avg.).		104	Insurance availability	0%
4. 11	. 0		Banking relationships	0%
4. How many employees do you have)	A O		0%
		Avg: 8	Environmental regulations	
			Other	11%
Which of the following employee b	enetits do y	ou offer?	15. Will you make contract purchases for oil no	ext vear?
Group Life Insurance		33%	To: This you make contract paronages for on the	om your.
Group Disability Insurance		11%	I will make more contract purchases	71%
			I will make fewer contract purchases	29%
Group Long Term Care Insurance		0%	I will make no contract purchases	0%
Retirement Plan		56%	I will make no contract purchases	0 /0
Cafeteria Plan (Section 125)		0%	40 11	t t
Paid Sick Days		78%	How much do you realistically think your b	usiness is worth?
Education Assistance		33%		
Incentive/Performance Pay		11%	Less than \$200 per customer	0%
Group Health Plan		100%	\$200-\$300 per customer	22%
Percent Company Paid (avg.): 86%			\$400-\$500 per customer	56%
. , , , , ,			\$600-\$700 per customer	22%
6. Does your company offer the follo	wina?		\$800-\$900 per customer	0%
, ,,	3		More than \$900 per customer	0%
Guaranteed Pricing		67%	. ,	
Price Cap		67%	17. When you retire, do you expect to:	
Budget Payment Plan		100%	. , , ,	
Service Contracts		56%	Pass my business on to my children	44%
			Sell my business to a partner	0%
Free Oil for New Customers		11%	Sell my business to a partier	14%
Free Service for New Customers		0%		
Tank Monitoring		22%	Sell my business to a competitor	28%
Central Air Conditioning		11%	Fold the business	0%
Plumbing Service		22%	Other	14%
Heating System Design/Install		67%		
7. What percentage of your customer	s are on a '	price cap"		
plan?		Avg: 29%		
8. What is the average hourly rate yo	ou pay:			
Service Technicians	Avg:	\$13.84		
Service Managers	Avg:	\$16.66		
Dispatchers	Avg:	\$13.75		
•	. •			
Delivery Drivers	Avg:	\$13.49		
Sales Person (per new account):	Avg:	\$25.25		



PENNSYLVANIA

1a. Compared to 2000, company gross margin in 2001 was:		What is the maximum price you charge for a service contract? Avg: \$168.00		
Up Significantly		14%		3 ,
Up Slightly		42%	10. What is the average number of services of	calls per day, per serv-
No Change		14%	ice technician, you make (in season)?	7, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1, 1,
Down Slightly		16%	···· ·································	Avg: 6
				Avg. 0
Down Significantly		14%	11. What is the average number of deliveries	made per driver each
1b. Compared to 2000, we expect 2	001 gross m	nargin to be:	day (in season)?	A 04
Up Significantly		3%		Avg: 31
Up Slightly		22%	12. What is your average drop (gallons delive	ered ner ston)?
			12. What is your average drop (gallons delive	Avg: 370.3
No Change		28%		Avg. 370.3
Down Slightly		39%	40 Folding in the Comment of the Comment	
Down Significantly		8%	13. Excluding oil, what is your estimated cost	Avg: \$18.31
2. What was your average targeted r	nargin durin	g the heating		· ·
season just ending?			14. What is the single biggest challenge facing	g your business?
		Avg: \$0.36	Malatila all aviasa	000/
			Volatile oil prices	33%
How many oilheat customers do y	ou have?		Competition from other dealers	26%
			Competition from utilities	3%
Residential (avg.):		3,196	Finding/keeping employees	10%
Commercial (avg.):		3,418	Stability of oil supply & prices	8%
3,		-,	Insurance availability	10%
4. How many employees do you hav	۵2		Banking relationships	0%
4. How many employees do you hav	C :	Avg: 25	Environmental regulations	10%
		Avg. 25	Other	0%
E Which of the following employee	hanafita da i	rou offorΩ	Other	0 /0
Which of the following employee	benefits do ;	you offer?	15. Will you make contract purchases for oil n	ext vear?
Group Life Insurance		74%	,	,
Group Disability Insurance		64%	I will make more contract purchases	21%
		18%	I will make fewer contract purchases	61%
Group Long Term Care Insurance			I will make no contract purchases	18%
Retirement Plan		72%	i wiii make no contract purchases	10 /0
Cafeteria Plan (Section 125)		26%	40 11	
Paid Sick Days		67%	How much do you realistically think your b	ousiness is worth?
Education Assistance		26%		
Incentive/Performance Pay		26%	Less than \$200 per customer	8%
Group Health Plan		85%	\$200-\$300 per customer	25%
Percent Company Paid (avg.): 87%			\$400-\$500 per customer	31%
			\$600-\$700 per customer	17%
6. Does your company offer the follo	wing?		\$800-\$900 per customer	8%
o. Does your company oner the folic	wing:		More than \$900 per customer	11%
Guaranteed Pricing		74%	more than \$600 per customer	/•
Price Cap		72%	17. When you retire, do you expect to:	
		97%	The tribin you round, do you expect to:	
Budget Payment Plan			Pass my business on to my children	46%
Service Contracts		59%		
Free Oil for New Customers		26%	Sell my business to a partner	3%
Free Service for New Customers		10%	Sell my business to an employee	3%
Tank Monitoring		10%	Sell my business to a competitor	40%
Central Air Conditioning		59%	Fold the business	3%
Plumbing Service		21%	Other	5%
Heating System Design/Install		77%		
7. What percentage of your custome plan?	rs are on a '	'price cap" Avg: 29%		
8. What is the average hourly rate y	ou pay:			
Service Technicians	Avg:	\$15.02		
Service Managers	Avg:	\$18.75		
Dispatchers	Avg. Avg:	\$13.34		
Delivery Drivers	Avg:	\$13.96		
Sales Person (per new account):	Ava:	\$36.58		



\$36.58

Sales Person (per new account):

VIRGINIA

1a. Compared to 2000, company gross margin in 2001 was:			9. What is the maximum price you charge for a service contract? Avg: \$221.29		
Up Significantly		17%		3. +	
Up Slightly		33%	10. What is the average number of services c	alle nor day nor conv.	
No Change		33%	ice technician, you make (in season)?	and por day, por dorv	
			ice technician, you make (in season):	Avg: 5.0	
Down Slightly		17%		Avg. 5.0	
Down Significantly		0%	44 180-11-11-11-11-11-11-11-11-11-11-11-11-11	and a second decrease to	
			11. What is the average number of deliveries made per driver each		
1b. Compared to 2000, we expect 2001 gross margin to be:			day (in season)?		
				Avg: 21	
Up Significantly		17%			
Up Slightly		17%	What is your average drop (gallons delive)	red per stop)?	
No Change		17%		Avg: 184.66	
Down Slightly		17%			
Down Significantly		32%	13. Excluding oil, what is your estimated cost p	per delivery?	
· · · · · · · · · · · · · · · · ·				Ávg: \$17.83	
2. What was your average targeted m	nardin durin	n the heating		3 ,	
season just ending?	iaigiii aaiii	g the neating	14. What is the single biggest challenge facing	vour business?	
season just enaing:			1 1. What is the single biggest challenge lasing	your buomicoo.	
		Ava. 60 40	Volatile oil prices	17%	
		Avg: \$0.42	Competition from other dealers	0%	
0. 11					
How many oilheat customers do y	ou have?		Competition from utilities	33%	
			Finding/keeping employees	0%	
Residential (avg.):		1,648	Stability of oil supply & prices	33%	
Commercial (avg.):		337	Insurance availability	0%	
			Banking relationships	0%	
4. How many employees do you have	?		Environmental regulations	17%	
, , , ,		Avg: 18	Other	0%	
		· ·			
5. Which of the following employee b	enefits do y	ou offer?	15. Will you make contract purchases for oil ne	ext year?	
			La 20 martin anno ann tao dha ann ann ann ann ann ann ann ann ann a	470/	
Group Life Insurance		67%	I will make more contract purchases	17%	
Group Disability Insurance		17%	I will make fewer contract purchases	50%	
Group Long Term Care Insurance		17%	I will make no contract purchases	33%	
Retirement Plan		67%			
Cafeteria Plan (Section 125)		33%	How much do you realistically think your be	usiness is worth?	
Paid Sick Days		67%			
Education Assistance		33%	Less than \$200 per customer	0%	
Incentive/Performance Pay		33%	\$200-\$300 per customer	17%	
Group Health Plan		83%	\$400-\$500 per customer	49%	
Percent Company Paid (avg.): 82%			\$600-\$700 per customer	17%	
1 creent company 1 aid (avg.). 6276			\$800-\$900 per customer	0%	
6. Does your company offer the follo	wing?		More than \$900 per customer	17%	
Cuarantaed Drining		33%	17. When you retire do you expect to:		
Guaranteed Pricing			17. When you retire, do you expect to:		
Price Cap		0%	Dans and housiness on to any abildus:	400/	
Budget Payment Plan		84%	Pass my business on to my children	49%	
Service Contracts		50%	Sell my business to a partner	17%	
Free Oil for New Customers		0%	Sell my business to an employee	0%	
Free Service for New Customers		0%	Sell my business to a competitor	17%	
Tank Monitoring		0%	Fold the business	0%	
Central Air Conditioning		33%	Other	17%	
Plumbing Service		33%			
Heating System Design/Install		50%			
7. What percentage of your customer	s are on a "	price cap" or			
guaranteed pricingplan?		Avg: 17%			
9. What is the over basely and		g /v			
What is the average hourly rate your	ou pay:				
Service Technicians	Avg:	\$16.80			
Service Managers	Avg:	\$25.00			
Dispatchers	Avg:	\$12.00			
Delivery Drivers	Avg:	\$14.35			
Sales Person (per new account):	Avg:	\$20.00			
calco i croon (per new account).	Avy.	Ψ20.00			



NEW YORK

1a. Compared to 2000, company gross margin in 2001 was:			9. What is the maximum price you charge for a service contract? Avg: \$163.22		
Up Significantly		25%			
Up Slightly		30%	10. What is the average number of services of	alls per day, per serv-	
No Change		15%	ice technician, you make (in season)?		
			ice technician, you make (in season):	Ava: 40	
Down Slightly		20%		Avg: 4.0	
Down Significantly		10%			
1b. Compared to 2000, we expect 2001 gross margin to be:			11. What is the average number of deliveries made per driver each day (in season)?		
				Avg: 25.0	
Up Significantly		5%			
Up Slightly		32%	12. What is your average drop (gallons delive	red ner ston)?	
No Change		16%		Avg: 167.7	
Down Slightly		37%			
Down Significantly		10%	Excluding oil, what is your estimated cost 	per delivery?	
,				Avg: \$19.86	
2. What was your average targeted m	arain durin	a the heating		3	
	iaiyiii uuiiii	y the neating	1.4 What is the single biggest shallongs facing	. vaur businsss?	
season just ending?			14. What is the single biggest challenge facing your business?		
		Avg: \$0.38			
			Volatile oil prices	62%	
3. How many oilheat customers do y	ou have?		Competition from other dealers	19%	
slout outtomore do y			Competition from utilities	0%	
Desidential (see		4 004			
Residential (avg.):		1,624	Finding/keeping employees	14%	
Commercial (avg.):		207	Stability of oil supply & prices	0%	
			Insurance availability	0%	
4. How many employees do you have	2		Banking relationships	0%	
1. How many employees do you have		Avg: 30	Environmental regulations	0%	
		Avg. 30			
			Other	5%	
Which of the following employee b	enefits do y	you offer?			
			Will you make contract purchases for oil no	ext year?	
Group Life Insurance		29%			
Group Disability Insurance		43%	I will make more contract purchases	20%	
			I will make fewer contract purchases	40%	
Group Long Term Care Insurance		14%			
Retirement Plan		52%	I will make no contract purchases	40%	
Cafeteria Plan (Section 125)		24%			
Paid Sick Days		57%	16. How much do you realistically think your b	usiness is worth?	
Education Assistance		29%	, , ,		
		19%	Less than \$200 per customer	17%	
Incentive/Performance Pay					
Group Health Plan		86%	\$200-\$300 per customer	33%	
Percent Company Paid (avg.): 80%			\$400-\$500 per customer	39%	
			\$600-\$700 per customer	11%	
6. Does your company offer the follow	vina?		\$800-\$900 per customer	0%	
o. Bood your company oner the follow	······g·		More than \$900 per customer	0%	
O		0001	More than 4300 per customer	U /0	
Guaranteed Pricing		62%	4= 140		
Price Cap		62%	When you retire, do you expect to:		
Budget Payment Plan		71%			
Service Contracts		43%	Pass my business on to my children	40%	
Free Oil for New Customers		0%	Sell my business to a partner	10%	
Free Service for New Customers		5%	Sell my business to an employee	15%	
Tank Monitoring		19%	Sell my business to a competitor	25%	
Central Air Conditioning		38%	Fold the business	5%	
Plumbing Service		19%	Other	5%	
				- 7-	
Heating System Design/Install		76%			
7. What percentage of your customer plan?		'price cap" Avg: 32%			
What is the average hourly rate your	ou pay:				
Service Technicians	Avg:	\$16.03			
Service Managers	Avg:	\$20.83			
Dispatchers	Avg:	\$12.13			
Delivery Drivers	Avg:	\$13.92			
Calan Baroon (par now account):	Λια-	ሲ ደብ ብብ			



Sales Person (per new account):