



Oilheat Industry Survey 2006

OVERALL RESULTS

G1. In what state does your company primarily do business?

Connecticut	19%
Delaware	2%
Maine	9%
Maryland	10%
Massachusetts	22%
New Hampshire	3%
New York	7%
Pennsylvania	19%
Rhode Island	2%
Vermont	2%
Virginia	5%

G2. Which of the following do you provide? (check all that apply)

Retail fuel oil	100%
Commercial oil	66%
Retail propane	52%
Service	88%
Installation	84%

RETAIL FUEL OIL INFORMATION

R1. How many RETAIL heating oil customers do you have?
4,009 customers

R2. How many RETAIL gallons of heating oil did you sell during the heating season just ending?
3,244,118 gallons

R3. What was your total revenue from RETAIL heating oil sales this season?
\$6,938,900

R4. What was your cost of sales (product only) for RETAIL heating oil this season?
\$5,319,937

R5. What was your average TARGETED margin for RETAIL heating oil sales during the heating season just ending?
\$0.54 cents per gallon

R6. What was your Oil Department payroll?
\$287,347

R7. How many delivery drivers do you employ (full -time equivalents)?
8 drivers

R8. What is the average HOURLY rate you pay your Dispatchers?
\$16.00 per hour

R9. What is the average HOURLY rate you pay your Delivery Drivers?
\$18.00 per hour

R10. How do you pay your sales people?

Do not use sales people	45%
Flat salary with no commission	8%
Base salary plus bonus per new account	22%
Commission only on new accounts	25%

R11. Which of the following does your company offer to RETAIL oil customers? (check all that apply)

Guaranteed pricing	76%
Price cap	55%
Budget payment plan	83%
Service contracts	71%
Free oil for new customers (oil coupons)	16%
Free service for new customers	12%
Tank monitoring system	31%
Tank protection plans	55%
Central air conditioning	55%
Plumbing service	7%
Heating equipment service	81%
Heating system installation	78%
On-line ordering	33%

R12. Do you charge RETAIL customers a fee for a price protection plan?

Yes	22%
How much? \$71.00	
No	65%
Do not offer a price protection plan	14%

R13. Will you offer RETAIL customers a price protection plan next year?

Yes	28%
No	36%
Not sure	36%

R14. What percentage of your RETAIL customers are on a price protection plan?
35%

R15. What percentage of your price protection programs did you hedge?
89%

At what cost per gallon? \$0.04 cents per gallon

R16. What is the average number of deliveries made per day (in season)?
150 deliveries per day

R17. What is your average RESIDENTIAL drop (gallons delivered per stop)?
126 gallons

R18. Excluding product (oil), what is your estimated cost per RETAIL delivery?
\$22.02

R19. How many delivery trucks do you have for RETAIL oil sales?
8 trucks

R20. What was your total delivery mileage (all trucks)?
95,812 miles

R21. What was the total number of delivery stops made last season?
19,048 stops

OVERALL RESULTS

COMMERCIAL FUEL OIL INFORMATION

C1. How many COMMERCIAL petroleum customers do you have? 299 customers

C2. How many COMMERCIAL gallons of petroleum products did you sell during the heating season just ending? 1,662,491 gallons

C3. What was your total revenue from COMMERCIAL petroleum sales last year? \$2,674,146

C4. What was your cost of sales (product only) for COMMERCIAL petroleum products? \$2,381,837

C5. What was your average TARGETED margin for COMMERCIAL oil sales during the heating season just ending? \$0.16 cents per gallon

C6. How many delivery trucks do you have for COMMERCIAL oil sales? 3 trucks

C7. Which of the following products does your company offer to COMMERCIAL customers? (check all that apply)

Heating oil	48%
Gasoline products	33%
Propane	28%
Diesel fuel	45%
Kerosene	33%
Natural gas	2%
Electricity	2%
Low Sulfur Diesel	36%
Bio Fuels	0%
Heavy Oil	29%
Wheel-to-Wheel Delivery	28%

RETAIL PROPANE INFORMATION

P1. How many RETAIL propane customers do you have? 1,881 customers

P2. How many RETAIL gallons of propane did you sell during the heating season just ending? 787,625 gallons

P3. What was your total revenue from RETAIL propane sales this season? \$1,506,508

P4. What was your cost of sales (propane) for RETAIL propane this season? \$930,266

P5. What was your average TARGETED margin for RETAIL propane sales during the heating season just ending? \$0.79 cents per gallon

P6. How many delivery trucks do you have for RETAIL propane sales? 2 trucks

P7. Which of the following does your company offer to RETAIL propane customers? (check all that apply)

Guaranteed pricing	38%
Price cap	5%
Budget payment plan	43%

Service contracts	34%
Free propane for new customers (coupons)	3%
Free service for new customers	2%
Tank monitoring system	5%
On-line ordering	5%

P8. Do you charge RETAIL propane customers a fee for a price protection plan? Yes 4%

How much? \$100.00

No	81%
Do not offer a price cap plan	15%

P9. Will you offer RETAIL propane customers a price protection plan next year? Yes 85%
No 15%
Not sure 0%

P10. What percentage of your RETAIL propane customers are on a price protection plan? 16%

SERVICE DEPARTMENT INFORMATION

S1. What was your total revenue for service this past season? \$902,494

S2. What was your cost of sales for service (parts and equipment)? \$557,655

S4. What is the average renewal price you charge for a service contract? \$213

S5. How many PAID service contracts do you have? 1,655

S6. How many FREE service contracts did you have last year? 93

S7. What is the average number of service calls per day you make? 28 service calls per day

S8. How many total service calls were made last year? 7,533

S9. What is the average HOURLY rate you pay your Service Technicians? \$20.00 per hour

S10. What is the average HOURLY rate you pay your Service Manager? \$26.00 per hour

S11. How many service trucks do you have? 9 trucks

INSTALLATION DEPARTMENT INFORMATION

I1. What was your sales volume for your Installation Department? \$653,624

I2. What was your cost of materials for your Installation Department? \$391,540

I3. What was your payroll for your Installation Department? \$175,319

I4. How many installations did you complete last year? 299

OVERALL RESULTS

GENERAL COMPANY INFORMATION

G1. The 2005-2006 heating season was (choose one):

Our best ever!	7%
Good	9%
OK	27%
Down a bit	42%
Awful!	16%

G2. What were your administrative expenses? \$1,554,638

G3. Total number of employees: 32 employees

G4. Number of technicians (full-time equivalents)

Service only (no installations)	10 technicians
Installation only (no service)	3 technicians
Combined service and installation	6 technicians

G5. Are your employees unionized?

Yes	5%
No	95%

G6. Which of the following employee benefits do you offer? (check all that apply)

Group Life Insurance	60%
Group Disability Insurance	59%
Retirement Plan (401k)	67%
Pre-Tax Benefit Package (Section 125 Plan)	34%
Paid Sick Days	64%
FSA (Flexible Spending Account)	31%
HRA (Health Reimbursement Account)	0%
Incentive Pay/Bonuses	43%
Dental Plan	48%
Group Health Plan	69%
56% company paid	

G7. How much do you think your customer list is worth?

Less than \$200 per customer	3%
\$200-\$299 per customer	5%
\$300-\$399 per customer	13%
\$400-\$499 per customer	18%
\$500-\$599 per customer	15%
\$600-\$699 per customer	40%
\$700-\$799 per customer	0%
\$800-\$899 per customer	0%
\$900 per customer or more	8%

G8. Which ENERGY MANAGEMENT software products do you currently use?

Info-Sys	3%
ADDS	40%
Energy Pro	0%
Symat	12%
Total Fuel	3%
Automated Wireless	0%
Blue Cow	0%
CNC Software	3%
Fuel Data Systems	3%
Other	10%

G9. Which ROUTING & TRACKING software products do you currently use?

UPS	2%
Veritrack	5%
Other	9%

G10. Which ACCOUNTING software products do you use?

Energy software system module	7%
Great Plains	5%
MAS 90	0%
Peachtree	3%
Quick Books	16%
Other	38%

G11. Are you considering any of the following (check all that apply)?

Acquiring another company	48%
Selling your company	3%
Transitioning to the next generation	10%
Conducting a business valuation	3%
Developing a bulk plant	28%
Refinancing	0%
Retiring	2%
Converting to an S Corporation	2%
Expanding product lines	10%
Converting to flat rate billing for service/installation	10%

G13. When Hollywood films your biography, who should play you?

Antonio Banderas	7%
Halle Berry	0%
Jackie Chan	0%
Cher	2%
Brad Pitt	7%
Lucy Liu	0%
Howard Stern	7%
Denzel Washington	3%
Catherine Zeta-Jones	0%



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