

THE NATIONAL OILHEAT RESEARCH ALLIANCE

2006 ANNUAL REPORT



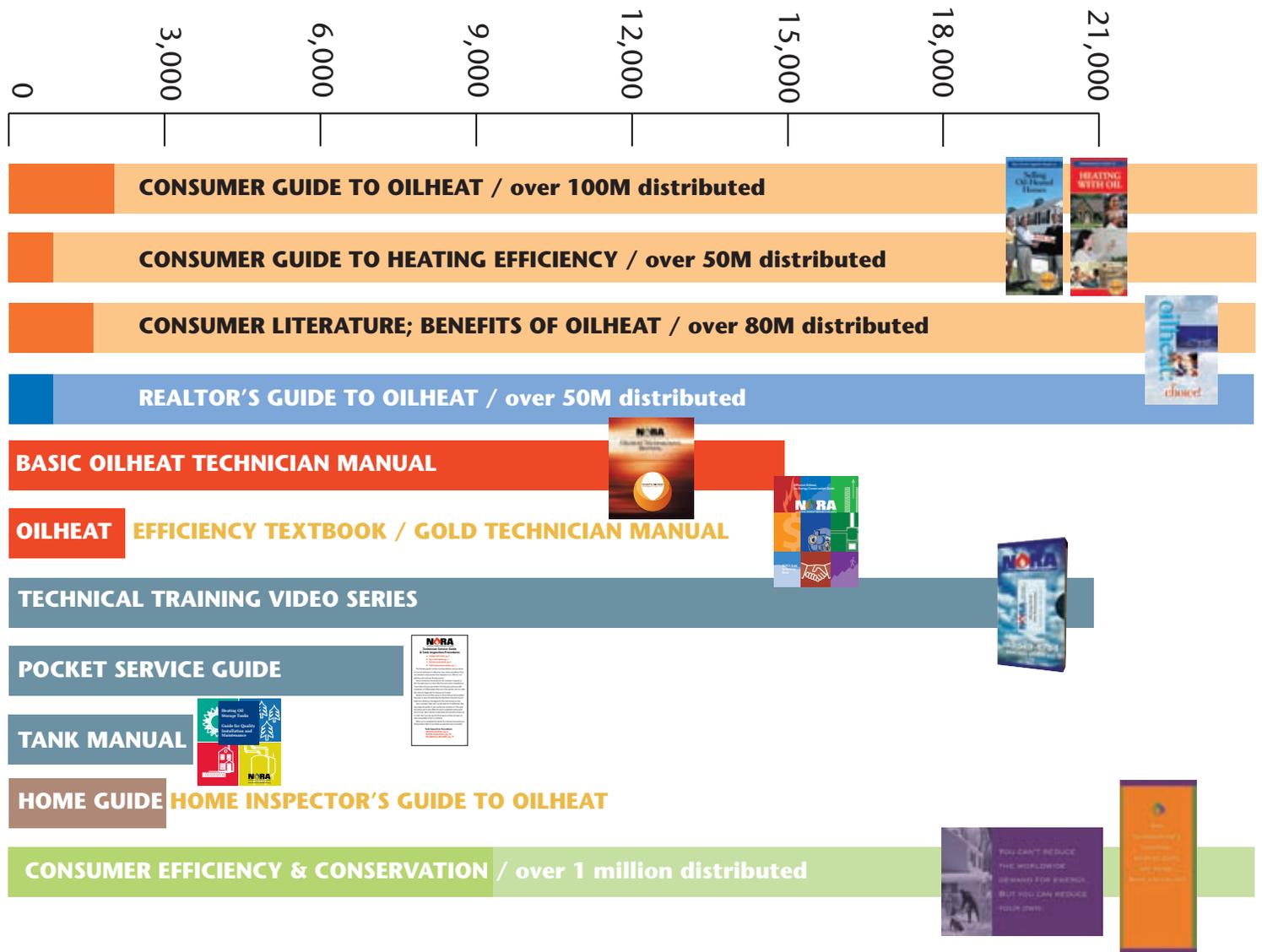
**CONSUMER
OUTREACH**

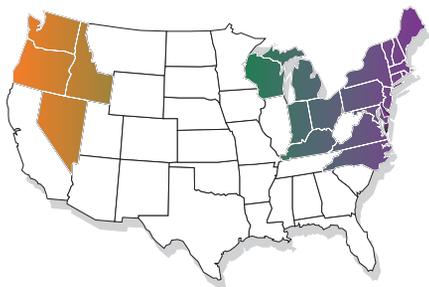
R&D

**TECHNICAL
TRAINING**

On The Mark With Information & Training:

NORA's education library and distribution of training products continues to grow. Over 15,000 basic Oilheat training manuals have been distributed throughout the industry and to vocational schools since we introduced a new version. Over 21,000 training videos have been sent to schools, dealers, and technicians on ten topics through the end of 2006. Consumer materials in the form of brochures, pamphlets and CDs have also experienced widespread use.





The Faces of NORA

Authorized by Congress in 2000, The National Oilheat Research Alliance (NORA) is a highly productive collaborative, administered from headquarters in Alexandria, VA, overseen by executives and managers within the industry, and designed to benefit the public via a flow of information, R&D for new products and fuel technology, and contemporary education for industry personnel. Making all this work are the over 9,000 Oilheat distributors in 22 states who contribute to the Alliance in terms of dollar support and use of NORA materials and training. Collectively, they are responsible for serving over 10 million homes every day of the year.

After the major oil companies turned their focus away from heating oil... there wasn't much being done to improve our industry. NORA has changed that. We now have a concerted effort to improve and promote Oilheat. They're also providing a lot of training where more companies can take advantage of it.

— Dean Smith, President, Scott Smith & Son Inc., Oswego, N.Y.



I went to a NORA supported meeting with Realtors. It was terrific. There wasn't one agent in that room whose attitude toward Oilheat wasn't turned around. I felt proud to be an oilman. NORA is doing a great job.

— Jim Horan, Owner, Horan Oil, Stoughton, Mass.

NORA's work on Bioheat® is something we have watched and taken advantage of... they have been very supportive. We have a Bioheat license and decals. Their support is something this industry needs.

— Bob Marandola, Owner, Marandola Fuel Service, New Milford, Conn.



From a training perspective, NORA helps a lot. We're sending technicians to school all the time, improving their education and knowledge of equipment. That's a real benefit. We've also used some of their brochures to communicate to customers about pricing, equipment upgrades and efficiency. That has worked very well for us and our customers.

— Rick Fleming, President, Fleming Oil Co., Inc., Brattleboro, Vt.



NORA is helping us to good education at a reasonable price. The tank education program is excellent. It's being rolled out across all the Oilheat states, and it's making our industry look better.

— Jason Parker, President, Parker Fuel, Ellicott City, Md.

NORA is doing a lot to raise consumer awareness of the benefits of Oilheat. They have produced very nice marketing pieces.

— Rich Longacre, CEO, Farm & Home Oil Co., Telford, Pa.

National Oilheat Research A

January

Michigan becomes latest state to join the Alliance.

NORA Board moves to establish a branding strategy and core message for Oilheat.

NORA focuses on a messaging campaign and Oilheat information access via the Internet. A redesigned OilheatAmerica.com website will be positioned as the resource link.

Tank training video to be introduced in conjunction with plans for substantial tank education program, including new manual.

Brookhaven National Laboratory to devise new method for computing Annual Fuel Use Efficiency (AFUE).

Materials for home inspectors to be upgraded.

Basic Oilheat Technical Training material undergoes makeover.

Special training course and recognition for high school students to be developed in conjunction with National Association of Oil Heating Service Managers (NAOHSM).

Benfield Consulting assists NORA in gaining better understanding of the Oilheat industry by insurance underwriters.

Industry executives Michael Romita, Will Lawes, Larry Scuder, and Sean Cota to serve on NORA's Executive Committee. Sean Cota to serve in an ex officio capacity.

May

NORA enters licensing agreement with the National Biodiesel Board for Oilheat industry use of registered term Bioheat®. As a result of the agreement, NORA has created a sublicense agreement without fees for Oilheat retailers.

Consumer Education: Larry Scuder, President, Combind Oil Corp., N.Y., assumes chair of consumer education committee, succeeding Jim Pierson, J.W. Pierson Company, N.J.

Education & Training: NORA establishes a protocol for developing a turn-key education and training program that can be adapted by state and regional associations. A typical starting curriculum includes: basic troubleshooting, basic electricity, combustion, and primary controls.

NORA collection system is amended to include the industry assessment on all low sulfur dyed distillate (No. 1 or No. 2) destined for end use heating consumption, regardless of sulfur content. This includes new low- and ultra-low sulfur distillate product used for heating applications. NORA will also collect on all heating fuel composites derived from conventional heating oil and biodiesel; i.e., Bioheat®.



Alliance 2006 Calendar Recap

August

NORA initiates project for eventual technician and tank certification “look up” access by zip code on a NORA Website. The database will be very useful to insurance underwriters and homeowners. Currently, the database shows over 10,000 technicians who achieved NORA bronze, silver and gold certification status.

New, extensively illustrated storage tank installation and maintenance manual introduced at industry “Visions Conference” in Providence, R.I.

Two new tank training videos produced; one deals with static testing and the second provides training on inspecting tanks and heating units.

NORI awards grants to support major initiatives for new approaches to current heating methods. New technology initiatives that can lead to practical applications and systems coming to market will receive extensive financial support.

Tom Butcher, Brookhaven National Laboratory, is assigned to develop an alternative method of assessing annual fuel use efficiency. The current AFUE system is inadequate because it does not provide an accurate evaluation for boilers and does not work for combined systems. Butcher’s study will look at actual demand and consumption.

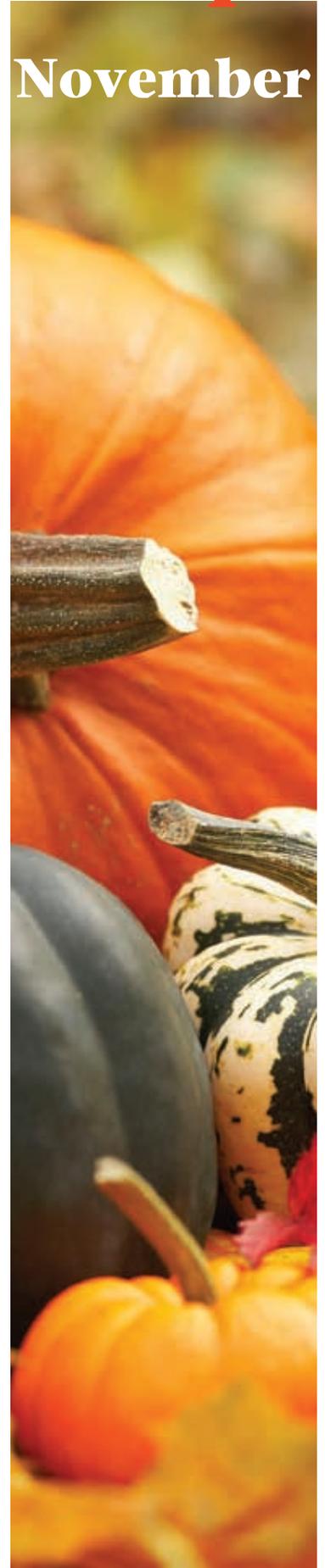
NORA will consider funding for ongoing Oilheat R&D activities at Brookhaven National Laboratory and explore cooperative efforts with New York State Energy Research and Development Authority (NYSERDA) for a new Oilheat and liquid fuels research facility. Saratoga Springs, N.Y. eyed as potential site for this venture.

NORA conducts December summit to explore the future role of Oilheat as it relates to Bioheat® and linkages to solar and a variety of emerging liquid fuel combinations. The aim is to have a research agenda that integrates with a marketing agenda before the public, that in turn would be coordinated with an implementation plan for the industry.

NORI to consider projects that would lead to development of new products including a small, ultra efficient water heater that could also be used for space heating; a combination oil/heat pump and a revolutionary condensing furnace. NORA will also inquire with proponents of coal-to-liquid fuels and how the process might integrate with heating oil in the future.

Evaluation of consumer information activities proves value of Internet for reaching diverse consumer audiences. Several hundred thousand click-throughs to the new OilheatAmerica.com site were received via banner and search engine links since the campaign was initiated in fall of 2006. The soybean interactive ad was the most popular in the series.

November





has made impressive strides on behalf of Oilheat in the relatively short span of time since the Alliance was formed. This includes the enhancement of fuel and heating appliances and the improved way our product is regarded and applied by its 9.5 million consumers.

We have reinvigorated many within the industry and we offer an enthusiastic outlook for the potential of Oilheat and liquid fuel derivatives in the years ahead. 2007 will represent our seventh year as a viable industry collaborative. Among our more notable achievements has been NORA's capacity to sustain the outreach to consumers, technicians, and the industry at large — despite oil market and weather turbulence that has altered the landscape for all energy commodities.

Consumers are now much more informed about the nature of heating oil, how it is derived as an energy resource, and why price volatility is not attributable to the retailers who deliver the product to their homes. A steady succession of information messages via television, radio, and most recently the Internet has contributed greatly to the increased recognition and appreciation of Oilheat as a fuel. Technicians have more and better resources for continuing and advanced education than available a decade ago. NORA has certified over 10,000 personnel in recognition of their aptitude and skills for servicing a wide range of burner, heating and hot water systems. Our emphasis on training has been accompanied by more textbook and video instruction aids than heretofore available to this industry.

NORA's strategic focus on storage tanks has been particularly rewarding. We have been able to benefit consumers, home insurance underwriters, and ourselves by creating textbook and video training about the importance of proper installation and maintenance of what essentially remains Oilheat's lifeline for the home. Enrollment for training of personnel who interface with storage tanks continues to grow. NORA is also pleased to see that several manufacturers have introduced new and improved modes of storage.

We supported Research and Development with a greater portion of the NORA budget in 2006 than in past years. It is essential to NORA's mission that we explore as many routes as possible for bringing new, clean and efficient technology to the home heating market. Our R&D affiliate, the National Oilheat Research Institute (NORI) has awarded several grants to parties capable of developing and field testing fuels, systems, and components with broad and practical market applications in mind. These projects are discussed on page 13 of this report.

As you'll be able to judge by the contents of this report, a lot is happening within today's Oilheat industry. Your participation in NORA is the core reason for this progress which can lead to the success of your business and the industry at large.

In closing, we report the passing of NORA's first Chairman, Robert Greenes, in November 2006. Bob Greenes was instrumental in the formation of the Alliance and inspired all who worked diligently with him during the process and NORA's early years of operation. We also thank Jack Sullivan, retiring in the spring of 2007, for his years of service as NORA Secretary.

Jim Townsend, Chairman
John Huber, President
National Oilheat Research Alliance

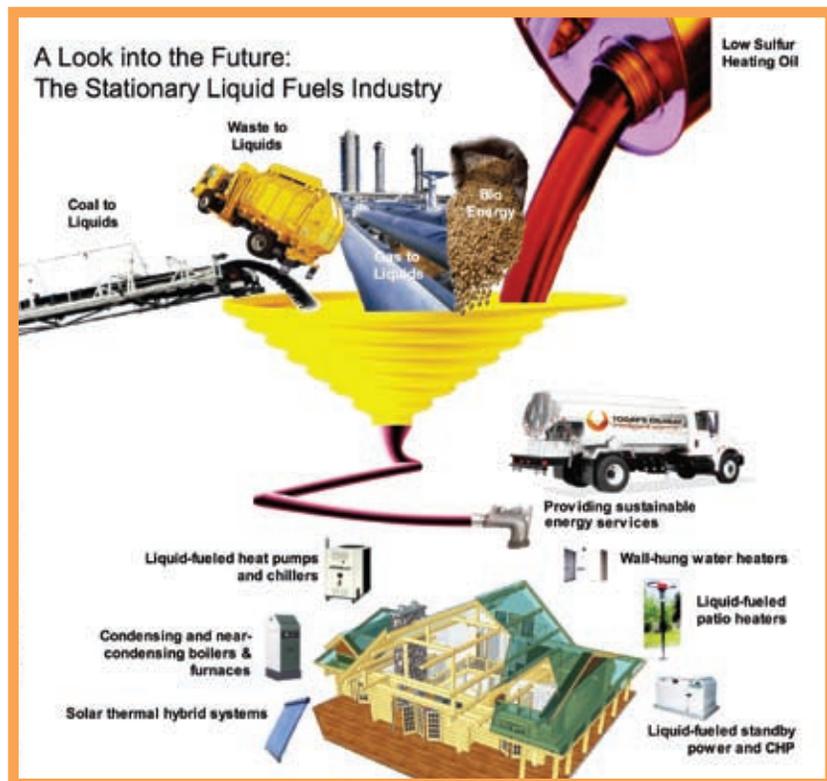
OILHEAT AMERICA

Our Internet advertisements, links, and messages in conventional broadcast media generated over 900,000 visits to our newly re-vamped OilheatAmerica.com website this past year. The introduction of Bioheat® and transition to “intelligent warmth” for today’s Oilheat were the driving forces behind those consumer visits.



The integration of Bioheat® product into heating oil continues to increase, albeit at a moderate pace. In 2006 NORA entered into a licensing agreement with the National Biodiesel Board in order to promote a uniform identity for this fuel blend. We anticipate widespread acceptance and growth of Bioheat® whose clean combustion performance has been documented extensively in studies and end user applications.

With the introduction of low- and ultra-low sulfur fuels to the distillate stream, and now biofuels, the very nature of liquid fuels is undergoing transformation. Recognizing the need for newly derived clean fuels to serve the American public in the years ahead, NORI conducted a 2-day symposium in December to gain consensus for an Oilheat pathway as different fuels evolve. A summary was presented in our winter 2006-07 newsletter and is available at www.nora-oilheat.org.



The advent of Bioheat® is being driven by market forces that are surrounding the heating fuels industry. From a desire to lessen this nation's reliance on foreign energy sources, to the growing consumer preference for clean fuels, Bioheat responds as a liquid fuel composite that is proving easy for Oilheat distributors to integrate into existing delivery and home heating systems. Bioheat is effective in reducing sulfur, CO2, particulate and NOx emissions, all of which leads to markedly cleaner combustion. NORA has funded studies that demonstrate this product is better for the environment — and the heating unit. Bioheat is one more step to improving our product as a whole and has the potential to become a significant part of the Oilheat experience.

Embracing

The United States heating oil industry has a long term goal of improving the fuel that is distributed to consumers.

TODAY'S
intelligent



Bioheat is the accepted term for the blending of pure biodiesel and conventional home heating oil. To meet quality standards, it is essential that the heating oil meet its specification, ASTM D396, and the biodiesel must meet ASTM D6751, before blending them together to create Bioheat. As with heating oil, original and composite biofuel products should be transported and stored under best industry practices and undergo periodic testing.

On behalf of the Oilheat industry, NORA has enlisted the support of the National Biodiesel Board (NBB) and leading burner manufacturers' engineers and fuel consultants to have ASTM's D396 standard amended to allow Bioheat product to qualify under the ASTM D396 specifications (up to a 5% blend ratio of biodiesel to heating oil). Approval is anticipated in the second half of 2007. Once approved, this would facilitate use of Bioheat in burners and heating appliances that meet provisions set by Underwriters Laboratories (UL). With these achievements in hand, more marketers are expected to embrace Bioheat to meet customer needs and expectations. The finished product is being introduced at more wholesale racks as additional dealers take on Bioheat.

Bioheat®

SM

OILHEAT
with warmth

Bioheat® is a registered trademark, property of the National Biodiesel Board, accessible for use at no charge to Bioheat® distributing companies in NORA member states.

HEAT®

In May of 2006, the National Oilheat Research Alliance signed a subleasing trademark agreement and became industry partners with the National Biodiesel Board. As a result of the agreement, Bioheat marketers within the NORA member states may now use the Bioheat trademark without fees. NORA has created a simple sublicense agreement for this purpose which can be downloaded from www.nora-oilheat.org. Bioheat decals as shown can be acquired from the NORA office.



Consumer Information

Recognizing the need to adapt to new and changing mediums for communications, NORA launched a substantial interactive, Internet consumer education campaign during 2006. Since its inception, NORA has faced two challenges in maximizing the effectiveness of its communication efforts. First, to ensure that people who make decisions about their heating systems receive information, and second, to maintain a level of consumer education in each of the Oilheat states.

The Internet, via the growing sophistication of search engine technology, has proven to be of immense help in reaching those objectives. While conventional media allow us to reach target audiences who fit certain demographics, the Internet allows us to provide a critical information link at the time the consumer has “heating on the brain,” i.e., poses a search about fuel and/or heating that can be responded to by Oilheat.

The Internet enables the fastest response to any consumer inquiry about heating oil and our industry, because the various search engine and banner links to OilheatAmerica.com provide a “real time” answer in a matter of seconds. No other medium has ever allowed such an efficient and effective response, short of direct face-to-face or telephone contact with a customer.

When people use a search engine, many of the terms associated with fuel and heating will now direct them to www.OilheatAmerica.com, NORA’s public access website which has been substantially revamped to provide a wealth of information about ways to heat a home, Oilheat systems and efficiency options, and the unique comfort benefits achievable with an Oilheat home. Additionally, as people search, the search engines track their interests. As a result, we are able to send information about Oilheat to people who have made inquiries about home heating systems.

In addition to search terms, NORA has placed banner ads on several of the larger home-centered real estate sites such as realtor.com, hgtv.com, and bhg.com. Each of these sites is directed to people who may be moving, remodeling, or want to improve their home comfort. When they visit these respective sites, they will be presented with a message about Oilheat with the opportunity to link to more detailed information.

Originally conceived as a supplement to conventional broadcast and print media, NORA opted to rely on the Internet as a mainstream component of our consumer outreach during 2006. The merit of that decision proved out over the fall months when interest in heating fuel and equipment is at its peak. NORA was able to track several hundred thousand “hits” to search engine pages and banner messages, and OilheatAmerica.com logged an impressive visit count during that time period attributable to our Internet campaign.



OILHEAT HAS
GOTTEN SMARTER.
IT NOW EATS ITS
VEGETABLES.
Thanks to biofuel
technology, Today's
Oilheat can come
from renewable,
homegrown sources.

Learn how
advanced Today's
Oilheat really is.



[Click here
for more info.](#)



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Encouraged by these first year results, NORA aims to make increased use of interactive messaging before the consumer in upcoming campaigns. We encourage all heating oil distributors who maintain websites to provide a link to OilheatAmerica.com.



RETRO IS COOL. BUT NOT IN A HEATING SYSTEM.

Today's Oilheat is a fuel-efficient, modern marvel.
Learn how advanced Today's Oilheat really is.



intelligentwarmth.com



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SM

DAY'S OIL HEA
elligent warm th

Research & Development

Funded by NORA, the National Oilheat Research Institute (NORI) functions as the R&D affiliate of the Alliance. NORI establishes grant initiatives based upon its own and consultant assessments of fuel and heating products that have the best opportunity to become viable contributors to Oilheat growth during the next decade.

NORI's success to date is evident by the commercial introduction of a very high efficiency condensing furnace unit in 2005, followed by an equally efficient boiler in 2006, as well as 2-stage modulation in a motor unit for furnaces — all of which enable heating contractors to meet expanded needs of the home marketplace.

In 2006 NORI established criteria for projects to support the development, demonstration, and commercialization of Oilheat technology and systems in these categories: biofuels and related fuel derivatives; flexible burners; fuel management, tanks and storage; new products; plus the submission of new ideas and concepts that could transform fuel delivery, storage and combustion to higher standards of efficiency and acceptance than are in use today.

To accelerate the scope of R&D activity from current and non-traditional resources, NORI was authorized to provide up to \$2.4 million in cumulative grants over the next four years to encourage the development and successful introduction of products that can gain acceptance in new and retrofit home markets. The parallel objective is to reinforce to the American consumer that Oilheat is a safe, reliable and sustainable energy choice for the future.

NORI has stressed the need for higher efficiency to ensure units provide every possible BTU out of a gallon of heating oil. Advanced combustion units will significantly diminish unwanted emissions, allowing the industry to label Oilheat as clean or cleaner for air quality as compared to competing energy sources.

The projects aimed at producing higher efficiency equipment are:

- Two-stage burners with a minimum of 2 to 1 turndown ratio
- Modulating burners with 5 to 1 turndown ratio
- Advanced high efficiency boilers
- Combined condensing boiler/hot water heaters

The projects to understand emerging fuel technology include:

- Investigating new ultra low sulfur fuel in unit heaters
- Research advanced synthetic fuel for oil-fired burners

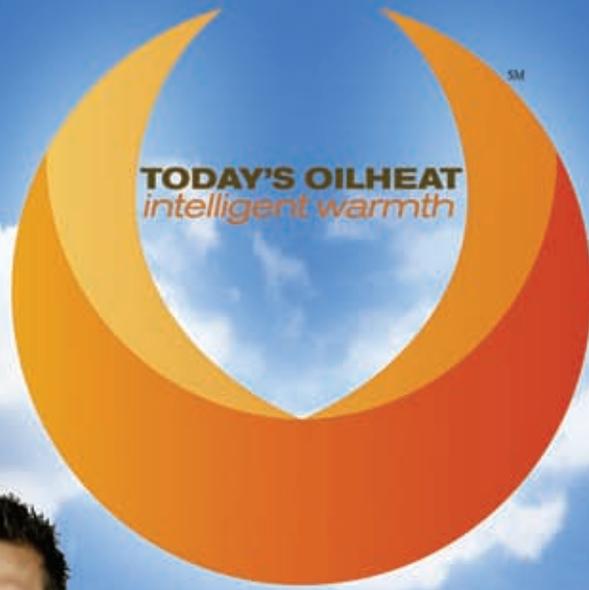
NORI also plans to look into introduction of hot water heaters for townhouses and condominiums, and new engineering that would enable oil-fueled heat pumps and absorption air conditioning to be packaged as one unit. All of these would represent new markets for Oilheat.

Several NORI-inspired projects will likely emanate from an industry summit held in December 2006 for the purpose of driving future fuel composites and heating products.



Reducing NOx with Oilheat combustion systems

Nitrogen oxide emissions (NOx) were identified as an issue of concern in the competition between oil and other fuels. Research leading to low NOx emissions was identified as one of the high priorities for future Oilheat research. In 2006, Brookhaven National Laboratory (BNL) explored the technical feasibility of achieving NOx emission under 10 ppm, a factor of 10 lower than current yellow flame oil burners. Main technical routes to achieving this goal include ultra-low nitrogen content fuel, recirculating burners with special provision for startup, and vaporizing systems with porous media radiant burners. This goal has been achieved in laboratory systems and NORI will use this experience to determine how this might translate to practical burner designs.



Education & Training

The renewed emphasis on education and training has always won praise for NORA. The 2006 activities are worthy of the same recognition... more so as it was the busiest year yet for this segment of the Alliance's mission on behalf of Oilheat.

Technician Certification Reaches New Highs: As of the end of 2006 there were 10,107 NORA certified technicians of whom 582 hold special certification for tank installation and maintenance. Technicians presently can take several courses and qualify for Continuing Education Credits (CEUs) online.

A project is underway to provide expanded data and interactive accessibility to the NORAED.org website database. The eventual aim is to provide some form of expanded lookup capacity, perhaps to insurance agents and the public, with regard to how many certified personnel a company has on its staff and if any have successfully completed NORA's tank training program.

Advanced CEU Recognition: NORA offers programs for HVAC Duct Design and Sizing, Hydronic Oilheat Systems, Air Conditioning and Oilheat, and Oil Tank Installation and Maintenance. In this respect, NORA has partnered with The Hydronic Institute to create a one day I=B=R Basic Hydronic Course that will serve as NORA's certification course for this subject. These advanced courses are all seminar based, and feature a comprehensive exam, relying on established in-the-field industry textbooks for instruction. The tank course is the exception, having been developed solely by NORA, and linked to the new NORA storage tank manual and accompanying videos.

NORA has approved well over 200 courses that award CEUs, including a number of Internet courses sponsored by manufacturers and NORA's own series of online exams that are derived from technical training videos accessible from NORA's training library. (Visit NORASTORE.org.)

Oil Tank Training: NORA has released the 2nd Edition of the book, *Heating Oil Storage Tanks, Guide for Quality Installation and Maintenance*. It is a highly instructive book and teaches by illustrated examples. Anyone who works on, delivers to, or installs oil storage tanks should obtain this manual, which NORA used to create a one-day course, exam, and certification. Home insurance underwriters have commended NORA for this program which is discussed in greater depth within the pages of this report. Certification for tank installers is independent of the service technician program and is awarded to all personnel who successfully complete the training.

Vocational Training at the High School Level: NORA teams up with NAOHSM to offer outreach to vocational and technical students. Because the current *NORA Oilheat Technician Manual* and Bronze exam appear to be too advanced for many students, the situation is being addressed by creating a textbook solely for high school students with an appropriate exam. Upon successful completion of this new course, the student will receive a level of recognition suited to this level of achievement.



The Oilheat Industry has developed a curriculum to improve education in the industry and provide for excellence in all aspects of service to the consumer.

Encouraging the best training for employees will ensure customers receive maximum value through cost efficient and complete repairs and quality service. A well trained workforce also enables the Oilheat industry to contribute to America's future by providing safe and reliable home heating and cooling systems. NORA approved training aims to see that the most energy efficient installations occur, that units are properly vented, and that the homeowner is guaranteed a warm home on the coldest day with hot water for dishwashing, clothes washing and for all domestic uses.

In addition to traditional technician training, NORA has developed a series of courses for the most important people in an Oilheat company. They include courses for senior management, drivers, financial personnel, and customer service representatives.

Education Videos: A video on NORA's new static underground tank test procedure developed by John Donahue is in production and will be introduced in 2007. The next tank video scheduled will be "Tank Inspection Procedures."

New Basic Oilheat Technician Manual in the Offing (Silver Book): We are progressing on the formidable effort to update the Oilheat technician's manual, NORA's best selling educational product. This book is now over seven years old and a significant number of features have been added to today's burners since that time. The new book will feature color graphics and will be structured, like our tank manual, to use many illustrative examples for teaching safe and practical Oilheat applications. Publication is anticipated in the fall of 2007.

Brookhaven Efficiency Testing Project: Brookhaven National Laboratory is working with NORA and the New York State Energy Research and Development Authority (NYSERDA) to create a combination space and water heating system efficiency measurement protocol. It is anticipated that this will revolutionize the way we measure heating system efficiency.

Though the project support falls under NORA's R&D direction, it will be the Education and Training Committee's job to disseminate the information gathered by Brookhaven to the Oilheat Industry. The effort will likely include an on-line efficiency calculator, a seminar, a booklet, and possibly a video. The goal is to create a useful tool that equipment sales people can use to calculate the efficiency of the existing equipment and the potential savings achievable by installing new, high efficiency equipment.

Storage Tanks...



Heating System Evaluation

Name _____
 Street _____
 City _____ Acct No. _____

COMBUSTION TEST
 Date: _____
 Gross Stk Temp _____
 Net Stk Temp _____
 CO₂% O₂%
 Smoke _____
 Breech Draft _____
 Overfire Draft _____

REPORT CARD
 Boiler/Furnace
 Manuf. _____
 Model _____
 Stairway Switch Ok
 Service Switch Ok
CONDUCTED CLEAN INSPECTION:
 OK or Comments: _____

Checked water heater.
 Inspected burner housing.
 Checked primary control.
 Oil filter Inspected Replaced
 Inspected chimney connector and base.
 Inspected flue passages.
 Checked circulator/blower, lubricated if required.
 Checked oil tank.
GENERAL COMMENTS:
 A OK Work needed

EFFICIENCY _____ %
 Excellent
 Good
 Fair
 Poor

Technician _____
 Certificate No. _____



no longer a nemesis in the eyes of insurers

When NORA Directors recognized the need to address the importance of storage tanks as a way of maintaining customer loyalty, they acted quickly to create an action plan that has proven to be the correct strategy to improve how we, the industry, insurance underwriters, and the homeowner look at oil storage.

NORA moved to:

- educate insurance agents and underwriters about the home heating oil industry, tank storage and the efforts by the industry to improve the safety of these tanks
- advise about lower cost means of remediating tanks and landscapes
- develop better and stronger testing for underground tanks
- improve education methods and access to training for tank installation, inspection, and scheduled maintenance

Educating Home Insurers: Early in 2006 NORA conducted an educational forum for insurance executives in Boston, Mass. The attendees represented some of the leading home insurance underwriting companies.

The meeting sought to improve the home insurance market for people who heat with oil. This is an ongoing and multi-faceted priority that focuses on improving the construction technology for oil tanks, improving training for service personnel who work on tanks and keeping the insurance industry fully informed of our efforts. Each of these improvements will result in an improved experience for heating oil consumers.

The Boston program showed what NORA and Oilheat distributors are doing to improve the installation and upkeep of storage tanks along with new training provided to industry personnel. Consultant John Donohue shared his findings from research on static testing for underground storage. NORA President John Huber reviewed state trust funds and explained how they interact with private insurance, a topic of much interest among underwriters who, the industry has learned, are unfamiliar with some of the remediation procedures available to them (in the event of financial responsibilities due to a tank failure).

Our efforts are succeeding. At a Boston meeting and ensuing efforts, NORA and its insurance consultant have been able to educate insurers that Oilheat homes pose significantly less underwriting risk than insurers may have perceived. In April 2006 the Alliance and the Institute for Business and Home Safety presented a seminar for insurance carriers, environmental consultants and others responsible for managing environmental contamination associated with releases from heating oil tanks. This seminar covered site remediation, plus advice on working with contractors and state environmental overseers. This program earned NORA further credibility among insurers by showing them ways to set a protocol for claims management that can lower costs and lead to better resolutions.

Proactive Storage Tank Education Measures

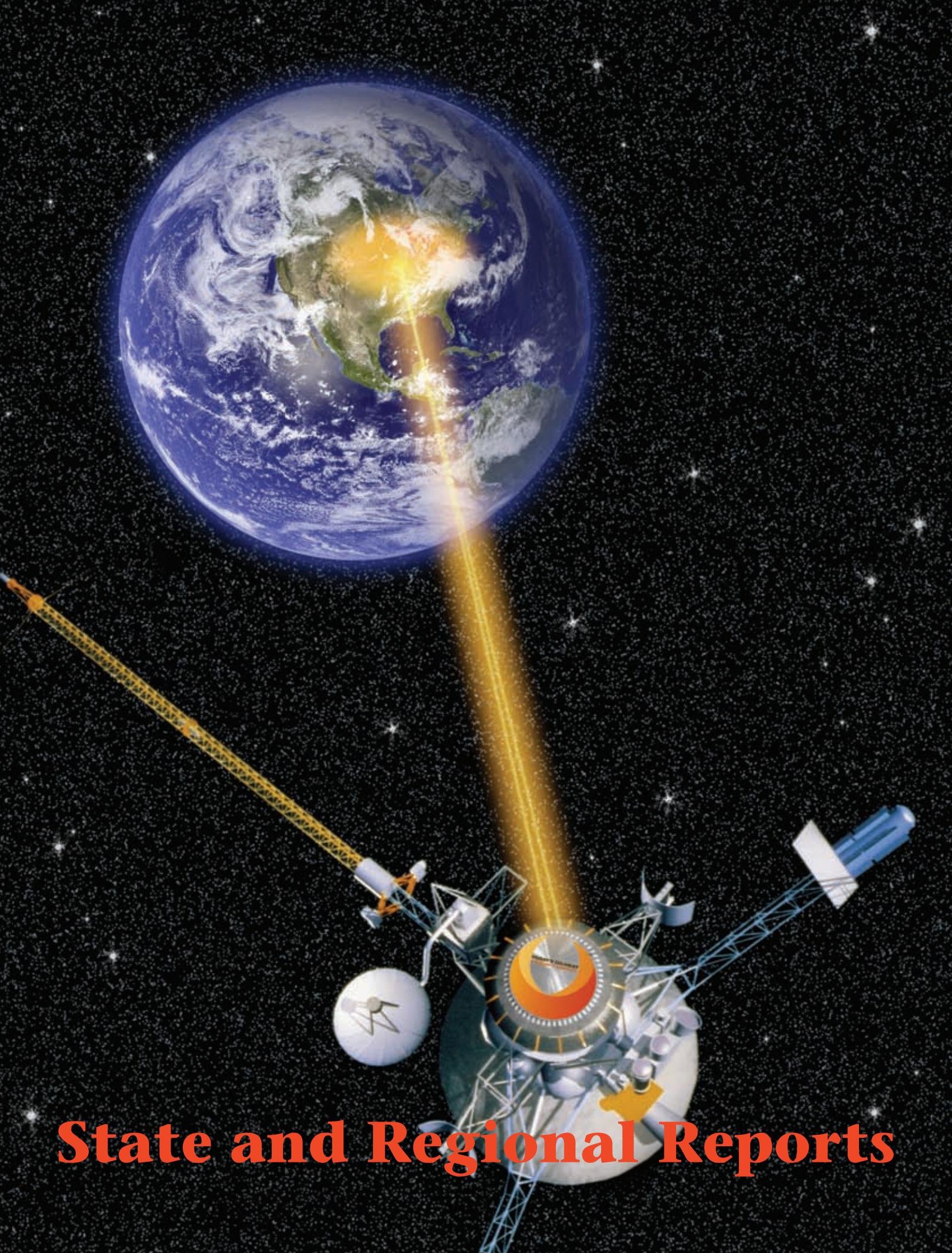
NORA has published a second edition of the *Heating Oil Storage Tanks: Guide for Quality Installation & Maintenance* manual. The manual was rewritten for better comprehension and recent updates to NFPA & ICC Regulations, manufacturers' installations and related documents. The book contains inspection forms that can assist fuel delivery companies at various stages of tank placement and inspection.

Posters for "Installing Above Ground Tanks" and "Delivering Heating Oil" accompany each tank manual while supply lasts.

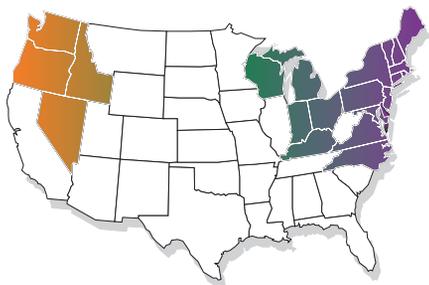
A new training course certifies personnel for tank installation and inspection procedures. Conducted by state and regional associations, the course trains personnel to view storage as an integral part to the entire home heating system. The aim is to diagnose situations that can arise anywhere fuel flows, from tank to burner tip.

NORA has created a slide presentation to assist home insurers with Q&A surrounding fuel oil storage tanks. The presentation is available at NORA-oilheat.org as a PowerPoint™ download.

NORA's updated *Home Inspection Guide* shows how an Oilheat system and components work. It covers topics from furnaces to tanks and is designed for home inspection professionals.



State and Regional Reports



I think NORA is a very good program. I have used the tank manual and think it's excellent ... very thorough.

— Tom Bell, Sound Oil Co.,
So. Seattle, Wa.

We have used the radio spots for seasonal promotions and find the radio program very good. We have used some of the statement stuffers with our mailings.

— Debbie Baker, Crystal Flash Petroleum,
Indianapolis, In.

I'm just a small dealer ... but I did use one of the training videos and found it useful. I got a few pointers. The videos are a good idea.

— Harold Paxton, Paxton Oil Service,
Bevard, N.C.

My company has used some of the flyers that NORA has produced and our customers have benefited from the information they provided. We have also found the training videos quite useful.

— Thea Zeisler, Petrom Oil,
Chillicothe, Oh.

NORA has helped by providing information. The statement stuffers and training materials have been good. Before NORA, we really had nothing. With NORA we have programs and materials and dealers working together, rather than just competing with each other like they did before NORA.

— John Hanson, Deluxe Fuel Oil Inc.,
Portland, Or.

We have used NORA statement stuffers which we have found helpful in getting our customers to understand Oilheat and its advantages.

— John Baltus, Baltus Oil, Marshfield, Wi.

Connecticut

Independent Connecticut Petroleum Association (ICPA)

Consumer Education programs are devoted to responding to concerns in order of [1] energy cost, [2] energy reliability of supply, and [3] environmental impact. New housing construction is active and five out of the state's eight counties face no formidable energy source competitor. There is little conversion from Oilheat to other fuels at present, though campaigns must be expanded to reinforce Oilheat's comfort and efficiency to younger homeowners.

The majority of consumers in the state regard the most trustworthy sources of energy information to be independent periodicals or groups, and Oilheat service technicians. According to ICPA, technicians rank ahead of every elected official except the Attorney General in consumer trustworthiness of energy information — even ahead of the media. "Your Energy Partner" spot messages focus on Oilheat's partnership with consumers as well as modern, high efficiency equipment. In 2006, these messages were broadcast in spring and fall by a three-state consortium.

ICPA has entered a three-year program with "Build With Oil" to encourage Oilheat growth in the new home construction market. Direct mail and builder publications are used for outreach. Similarly, ICPA kept 12,000 realtors informed about industry developments and new technology. New projects included direct mail and communications with HVAC contractors about high efficiency equipment and distribution of a new "Oilheat ambassador" piece for the industry's employees.

E&T: ICPA runs its own Technical Education Center (ITEC) that is licensed by the state as a private technical training school. The core mission is to train individuals to enter the HVAC trades in the state which finds itself with 350-400 job openings left unfilled as the industry loses workers to retirement. In addition to efforts with the Conn. Dept. of Labor to attract students, ITEC actively seeks to train unemployed workers with support from the U.S. Dept. of Labor.

Technical seminars held by ITEC cover topics as diverse as EPA 608 Certification and installation of radiant heat. These seminars and state licensing classes served several hundred students in 2006.



It's you and us against winter.

We are the people who own and operate local, mostly family-owned heating oil businesses in our state, and while energy costs are up, we want you to know that we will be your energy partner this year as we have been for nearly 100 years.

Who decides what energy costs? Not us.

Your local oil company does not control international energy prices. Those are set by thousands of commodity buyers and sellers at the New York Mercantile Exchange or NYMEX. Our wholesale price is set by their commodity price.

We know that there are no magic bullets to solving higher energy costs. But we are proud that heating oil has had the lowest cost of any major home heating energy source for 14 out of the past 15 years.

We can help you maximize your energy dollar.

What can we do together so that you get the most from every energy dollar? Plenty. Your oil dealer is truly your home energy partner, and the vast majority of oil companies are able to help you get the most warmth for the lowest possible cost.

- Regular maintenance or upgrading older systems can reduce heating costs from 15% to 40%.
- Conservation can help you lower heating costs. The steps are almost endless. Weather stripping, programmable thermostats, right down to being quick about going in and out the door — it adds up.
- Find more energy saving info at <http://www.icpa.org/tips.htm>.

Your local ICPA-member oil dealer has pledged to meet or exceed the high standards of excellence set forth in the ICPA Code of Ethics. This is your assurance that the ICPA oil dealer you choose complies with all applicable state and federal transportation, environmental, and consumer credit laws, adheres to strict state regulations for accuracy and safety, and is committed to your warmth and wellbeing when you need it most. To find an ICPA-member heating oil dealer near you, go to: www.icpa.org/find.htm.

Vol. 1, No. 1 Spring 2007

The Pipeline

Plumbing & Heating Updates from the Independent Connecticut Petroleum Association

WHAT'S HOT

Sealed Combustion/Side-Wall Venting
Sealed combustion venting is a great way to enhance efficiency and save money! By combining both exhaust and combustion air venting, you'll save time, materials, and the cost of an expensive chimney. Best of all, sealed combustion oil heating systems don't require additional exhaust fans, and will work reliably for decades.
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More Hot Water

It's a fact that Oilheat makes more abundant domestic hot water than any other fuel type. Why? The reason is oil heat burns efficiently and HOT! In fact, a typical 40-gallon oil fired water heater puts out more than twice the hot water of a 40-gallon gas water heater, and more than 4 times more hot water than a 40-gallon electric water heater! Installing a bioheat® or hydro-air system? Then an oil-heated indirect hot water heater is the way to go.
By taking advantage of one high-performance oil burner for both the boiler and indirect water heater, homeowners can save on energy and maintenance costs while enjoying outstanding domestic hot water. What's it mean for you? Happy homeowners who never call us because they ran out of hot water!

...a typical 40-gallon oil-fired water heater puts out more than twice the hot water of a gas water heater and 4 times more than an electric.*

TODAY'S OILHEAT intelligently warms!

BioHeat® is smart — it eats its vegetables

What's new in Oilheat? Bioheat!
When homeowners demand a clean-burning renewable fuel for their home, Bioheat is the only solution. Bioheat is high-performance heating oil blended with fuel made from plants like soybeans! It's clean-burning, renewable, and compatible with all existing oil fired equipment. So we are helping the environment, helping American Farmers, and helping to reduce our dependence on foreign oil supplies!
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HOT

Idaho

Idaho Petroleum Marketers & Convenience Store Association

Idaho has embarked on a program to seek out current, and solicit new, Oilheat service contractors and provide them with the training and resources to effectively install and service modern heating equipment.

The association aims to schedule NORA Bronze and Silver level training and testing, backed up with CEU classes that enhance the skills of service technicians. We plan to certify a NORA approved proctor and sponsor classes in at least two regions of the state. It's hoped that this outreach will encourage HVAC contractors, plumbers, and electricians to establish relationships with the oil suppliers and gain an understanding of how to install and adjust Oilheat systems for efficiency and clean combustion.

Indiana

Indiana Petroleum Marketers & Convenience Store Association

Consumer: NORA funds are used to highlight the benefits of Oilheat. A companion effort that encourages homeowners to upgrade for improved efficiency is targeted at independent contractors, since that trade is responsible for the majority of new home installations and heating system upgrades and maintenance in the state.

Statewide Radio: NORA-produced radio messages were run statewide in February-March and September-October, 2006 using networked Indiana stations.

E&T: Technician Outreach Program — Through a partnership with the Indiana Plumbing Heating and Cooling Contractors association, NORA education materials *Heating Oil Storage Tanks Guide for Quality Installation and Maintenance* and the *Basic Oilheat Technician's Manual* were issued to their membership with a letter of endorsement from their Executive Director. The association also conducted a heating service safety seminar.

Kentucky

Kentucky Petroleum Marketers Association

Consumer: NORA-produced radio and television messages are being used to convey new technology and efficiencies achievable with Oilheat. Radio has proven the more effective medium for conveying Oilheat's message, given the primarily rural demographics of the state.

Maine

Maine Oil Dealers Association (MODA)

Maine is bringing NORA's "intelligent warmth" campaign to the public by adapting it to a series of three television messages, promoting the efficiency of today's Oilheat with our tag line, "Great things come in small packages!"

With the success of our TV campaign we are using print messages, emphasizing both heating value from modern furnaces and boilers, and adjuncts such as side wall venting, indirect hot water heating and other devices that bring about higher efficiency. Maine supports the "Build with Oil" program, and has issued communications targeted at the new home specifier and builder audiences.

An additional radio and print campaign focuses on "tune-ups" by asking home owners to do their part to make equipment more efficient and reliable through the tune-up process.

On the education front MODA continues to improve its state-of-the-art training facility for a quality level of training for Oilheat technicians. Hundreds of technicians have graduated from, or taken courses through, our NORA-supported facility and training curriculum. MODA also reaches out to state career centers, job placement service centers, and high schools in our effort to secure future professional workers for Oilheat. They offer scholarships and discounted training to eligible students via Maine's NORA grant.



When you build a home with Oilheat, you build more home.

There's Oilheat at a 100, and it's a fact. Because there's a new Oilheat at work for you today. Warmer, smarter, cleaner, and more efficient. Not only can you build a home with an amazingly efficient heating system, you can also do things with Oilheat you never thought possible.

- **Oilheat is more efficient than ever.** New condensing boilers, including straight cast-aluminum models, are scoring heating efficiencies as high as 98%. That means even lower emissions, too.
- **Most oil furnaces are self-cleaning.** Modern compressors automatically adjust fuel-to-air ratios to achieve unprecedented energy efficiency.
- **Oilheat is right in style.** European tested and proven Oilheat investment-grade eight valves to radiant flooring—on the least legs in new home and retrofit home designs.
- **Air conditioning is a hot new Oilheat item.** Hybrid oil systems with Oilheat can be set up to create and deliver air conditioning as well as heat.
- **Smart thermostats.** Today's high-tech thermostats can analyze real-time changes in outdoor temperatures and current weather patterns, and then decide whether or not to start the furnace.

- **A home with unrefined hot water.** Heating an indirect water heater offers a tremendous amount of hot water which, since it's a heating system by-product, is virtually free in the fall, winter, and spring and highly economical in the summer.
- **A new generation of oil tanks.** Now double-walled tanks and even plastic tanks—made's some of the art heating oil storage tanks are longer lasting, double safe, lightweight, and easier to install.
- **No chimney required.** Direct venting, glass venting, even the "Scholar furnace" and the new hydro-boiler systems.
- **Heat as reliable as your work.** America has dozens and dozens of oil furnaces including 22 states with an estimated 110-million barrels of oil. Oilheat will be around for a long time.

The fact is, Oilheat systems are better. For year-after advances in clean-burning efficiency that continue to make today's Oilheat a worthy choice for builders and a significant value for new home owners.

For more information on building with oilheat, visit our website at www.moda.com. Or call us at 800-726-0286.

MODA
Maine Oil Dealers Association
1000 North Washington Street, Bangor, ME 04401

TODAY'S OILHEAT
intelligent warmth

Tune Up And Save!

Run your fuel, save more money! Can your heating oil boiler have to schedule your annual heating system tune-ups? Improve performance, efficiency, reliability and ensure fuel with a home heating system that's humming perfectly in tune. Ask your oil dealer to help MODA compare about 4 home energy savings tips.

TODAY'S OILHEAT
intelligent warmth

MODA
Maine Oil Dealers Association
1000 North Washington Street, Bangor, ME 04401

THE MASSACHUSETTS OILHEAT COUNCIL

It made up of over 550 professional heating oil suppliers who meet the needs of a million homes and businesses throughout the state.

We represent the interests of the industry and the consumer by promoting Oilheat, informing the public about Oilheat's value as a fuel resource, and encouraging the highest standards of service by our members.

MODC

Massachusetts Oilheat Council
118 Yale Street
Boston, MA 02116
Tel: 781.277.9199
Fax: 781.277.9199
www.massoilheat.org

Massachusetts

Massachusetts Oilheat Council (MOC)

Consumer: The Council funds a major radio campaign bearing the "Oilheat, Intelligent Warmth" tag line that runs on major radio stations in Boston, on Cape Cod, and in Worcester, Springfield and Pittsfield. MOC also contributes to NORA's internet campaign which features rich web media on Yahoo, Google, and key websites for home building and real estate.

MOC sponsors a sizeable exhibition at the popular Comcast New England Home Show in Boston. MOC's booth features the latest in boilers, furnaces, tanks, and fuel saving devices.

MOC's NORA education and training programs are highly successful due to partnerships with others in the industry. We team with NAOHSM to host tank training modules in key locations across the state, and work closely with NEFI to bring new technicians into the industry with scholarships for certification. We also promote and subsidize advanced technical training for existing technicians via course work on NORA Silver & Gold certification exams and the state oil burner code.

We also rolled out a very successful Realtor program. Literally hundreds of real estate agents attended the sessions giving high praise for the curriculum which addresses all aspects of oil heating — furnaces and boilers, tanks, fuel, heating oil pricing, petroleum supply and many other related topics.

Michigan

Michigan Petroleum Association Michigan Association of Conv. Stores

Consumer: We exhibit at the Michigan Realtors trade show providing brochures and other literature. We conduct a statewide Radio campaign on 55 affiliate stations of the Michigan Radio Network using NORA radio messages, "Dave the Talking Oilheater." Our statewide newspaper campaign using 48 daily publications across Michigan ran on two consecutive days with the NORA Ad "Oilheat Has Gotten Smarter. It Now Eats Its Vegetables."

Michigan Oilheat dealers receive the "Michigan Energy Watch," used as a billing insert or marketing piece for Oilheat customers.

Nevada

Nevada Petroleum Marketers & C-Store Association

Consumer outreach employs a direct marketing approach of pamphlets, billboards and continued support of a website devoted to providing consumers with information about Oilheat.

Education and training supports information provided to technicians, state energy auditors, home inspectors, and management and personnel in the Oilheat field.

New Hampshire

Oil Heat Council of NH

Our consumer campaign revolves around a grandfather figure talking with his granddaughter about the traditional values of Oilheat — leading to discussion of the modern benefits of "intelligent warmth." Local New Hampshire television talent Fritz Wetherbee, N.H. spokesperson for several years, assumed the role of grandfather.

Fritz and TV granddaughter Hannah were also the voices on radio messages which ran statewide for three months on major stations. For print, *NH Magazine* was used, reflecting contemporary New Hampshire lifestyles. We also used rotating tile messages and web banners on *NH Magazine's* & *NH.com's* web pages. This was also supported by newspaper coverage.

E&T: Devoted 24 full scholarships for Oilheat training, plus support for NORA Gold and Silver certification for 100 technicians in the field.

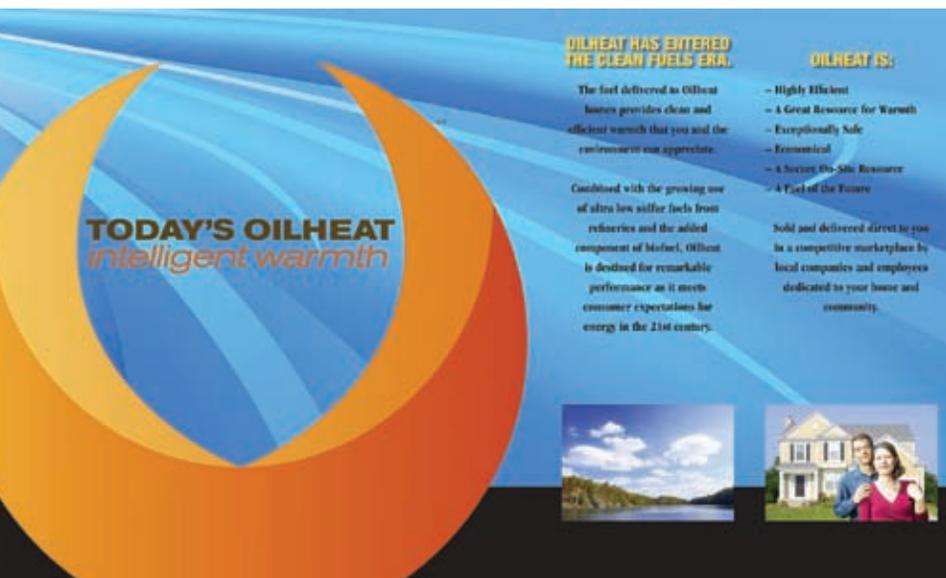
New Jersey

Fuel Merchants Assn. of N.J. (FMA)

Consumer: FMA allocates its consumer messages on a 2-1 ratio between New York City and the Philadelphia market, since media on those two cities have the capacity to saturate New Jersey. The primary outlet remains radio. Surrounding NORA state associations are consulted with respect to media so as to avoid overlaps.

Since NORA's inception FMA has strived to educate and train real estate agents about the benefits of Oilheat, including new, efficient heating systems and advances in Oilheat storage. Guided by the success of its Partnership for Realty and Oilheat Success (PRO\$) Program, FMA now provides education and training to home inspectors in the state.

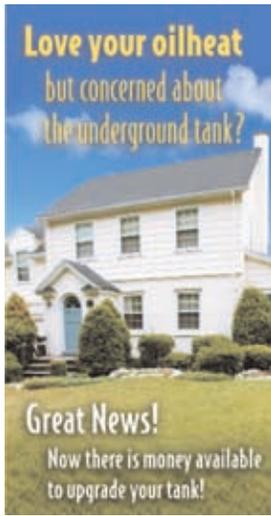
In 2006, more than 800 Realtors listened to our pro-oil message in office presentations conducted across the state. Thousands more requested materials that are being used in open houses to help home
N.J. continued, next page



buyers overcome their concerns about Oil-heat issues. Our Oilheat message reached 60,000 Realtors through our presence in the *NJ Realtor Magazine*.

E&T: During the course of the year FMA sponsors numerous training sessions for all levels of industry employees, including NORA Gold, Silver, and Bronze Technician certification and management seminars on how to comply with environmental and transportation regulations. FMA has started to conduct NORA Tank Certification courses and will distribute relevant materials to dealers in the state regarding the need for training on storage tank installation, inspection, and upkeep.

Mid-Atlantic Region
Mid-Atlantic Petroleum Distributors Association (Delaware, Maryland, Washington D.C.)



Consumer programs are devoted to:

- Industry-wide public education.
- Public service messages for energy conservation.
- Continuing development of the MAPDA association web site to provide consumer information.
- Educating builders, real estate agencies and architects about the benefits of building new homes heated with oil.



New York Metro bus and train travelers get to learn about the advent of Bioheat® and the merits of Oilheat comfort in transit car posters and on card panels as shown here. "Hot Ideas" is a periodic newsletter available for Oilheat dealers to issue to customers in the metro NYC area.



New Hampshire's consumer education program focuses on meeting the heating needs of older and newer generations with systems that provide. "intelligent warmth."

Oil heat has always been **COMFORTABLE.**

When it comes to keeping warm, everyone has a different idea of what's "comfortable." Some like it toasty...others a little less toasty. But one thing is for sure, with oil's consistent and even heating, you'll always feel cozy... and have plenty of hot water – even on the coldest winter nights.

Fritz Wetherbee, third generation oil heat customer

Oil Heat Council
of NEW HAMPSHIRE
www.nhoilheat.com

Today's oil heat is also **TECHNOLOGICALLY ADVANCED.**

When it comes to today's oil heat, you'll be amazed by the new technology available – better burners, sophisticated controls and electronics – and highly trained technicians who can ensure efficiency and quality for your system.

To learn more about the benefits of the new generation of oil heat and about upgrading your system, call your local New Hampshire oil heat dealer or log on to intelligentwarmth.com.

Hannah, a future generation oil heat customer

Oil Heat Council
of NEW HAMPSHIRE
www.nhoilheat.com

WHEN IT'S TIME TO SLOW DOWN AND RELAX, OILHEAT IS ON YOUR SIDE.

COME HOME TO COMFORT WITH WARM, SAFE, EFFICIENT OILHEAT. IN THESE DAYS OF SOARING ENERGY COSTS, WHERE YOU AND YOUR OILHEAT DEALER ARE PAYING HIGHER PRICES, COMFORT AND CONSERVATION SHOULD GO HAND IN HAND. HERE ARE SOME THINGS YOU CAN DO: CONSULT WITH YOUR OILHEAT DEALER ABOUT WAYS TO MAKE YOUR HOME MORE ENERGY EFFICIENT • REDUCE CONSUMPTION WITH A PROGRAMMABLE THERMOSTAT • MAKE SURE YOUR HOME IS WELL INSULATED-ESPECIALLY THE ATTIC AND AROUND DOORS AND WINDOWS.

BROUGHT TO YOU BY THE NEW YORK OIL HEATING ASSOCIATION AND THE NATIONAL OILHEAT RESEARCH ALLIANCE.

New York State

Funds are administered by Empire State Petroleum Association (ESPA), the statewide NORA representative and allocated to the respective regional associations.

New York Oil Heating Assn. (NYOHA)

As NYOHA has done in the past, it conducted substantial radio and "out-of-home" (i.e., billboard and transit) campaigns throughout the NYC metro area. Much of that activity was in conjunction with the Tri State Oilheat Consumer Alliance. NYOHA has gained a great deal of attention for Oilheat by utilizing king size bus posters, exterior signage, and NYC subway car cards.

E&T: NYOHA continues to support three local vocational high schools by updating their NYOHA dedicated heating laboratories, and testing its graduating students for NORA Bronze Certification.

NYOHA distributes two newsletters — a consumer-friendly newsletter entitled *Hot Ideas!* and a Realtor/Home Inspector oriented newsletter entitled *The NY Realtor*. NYOHA has joined five local Realtor-related associations, and also reaches that workforce by having a presence at trade shows. NYOHA conducted five Realtor Breakfasts throughout four of the City's five boroughs, and one in Westchester County. They provided "welcome home" and Realtor-targeted storage tank education brochures, in Spanish and English versions.

Whereas twenty-two percent of New Yorkers speak and/or read Spanish, a Spanish version of NYOHA's website is being considered as a way of expanding public outreach.

Hudson Valley Oil Heat Council

Funds are allocated to support the Tri-State (N.Y., Conn., N.J.) cooperative effort of us-

ing NORA-materials produced at the national level for consumers. A comprehensive Realtor program receives major funding. The balance of NORA activity is devoted to our central state Oilheat website and pertinent consumer literature and direct mail items.

E&T: We are acquiring new equipment for training classes and distributing our newsletter to industry members in the region.

Oil Heat Institute of Eastern New York

OHIENY devotes about 60% of NORA funds to consumer information, with the balance used for education and training. We continue to use radio and television messages developed by NORA for consumer broadcasts using media that cover eastern New York State. Our Oilheat-Realty Partnership Program is very successful. It aims to educate realtors and consumers about the benefits of oil-heated homes.

E&T: Training is offered by Hastings Technical Training Center, Troy, N.Y., and through NORA certification classes as needed by various industry instructors.

Oil Heat Comfort Corp. Inc. (OHCC) serving Long Island

OHCC uses radio, television, print and "out-of-home" advertising developed by NORA. We also conduct an extensive Realtor Outreach Education Program on Long Island.

E&T: We place a strong emphasis on technical education and proficiency, using the resources of Suffolk County Community College for a detailed HVACR program and use the services of a technical training consultant to coordinate this program. We also conduct a "Careers in Oilheat Development Program," relying on local advertising for OHCC-sponsored classes, various career awareness programs and various equip-

ment, materials/supplies/books.

North Carolina

North Carolina Petroleum Marketers Association (NCPMA)

NCPMA targets both Realtors and Homeowners by way of NORA funding. In 2006, 70,000 North Carolina homeowners received four issues of *Hot Stuff!* newsletters from their local oil dealers. These newsletters focus on strengthening the relationship between homeowner and oil dealer while detailing all of the benefits of heating with oil. They feature information on key topics, such as advances in technology, budget programs and automatic delivery.

The Realtor outreach continues to be a success. Thousands of Realtors visited the trade show booths across the state, to gather pro-oil information that can help them list and sell more oil heated homes. More than 40,000 Realtors received the pro-oil message eight times a year through an "advertorial" campaign that's featured in the *Tar Heel Realtor Magazine*.

We are using lighted billboards on twelve interstate highways and supplement these in smaller markets with paper poster billboards. Individual dealers have been encouraged to participate by renting their own billboard space with NCPMA providing the posters. NCPMA augments the Realtor and billboard messages with "intelligent warmth" radio and newspaper material in selected markets.

Our commitment to industry training grows each year by way of technical training, new "hands on" equipment, training manuals, support of community college HVAC edu-

ational programs, and related materials.

Ohio

Ohio Petroleum Marketers and Convenience Store Association (OPMCA)

Realtors and homeowners are Ohio's key target audience to advance Oilheat. The 2006 OPMCA program was comprised of two components; strengthening existing Oilheat homeowner opinion of fuel, and targeting Realtors who are generally not familiar with the benefits of Oilheat in order for them to properly represent our fuel to home buyers.

Over 120,000 existing Oilheat homeowners received newsletters from their Oilheat dealer through NORA funding several times during the year. These newsletters serve as a communications tool for retail distributors and provide data helpful to consumers information on conserving energy, upgrading heating equipment and choosing a proper delivery and payment program.

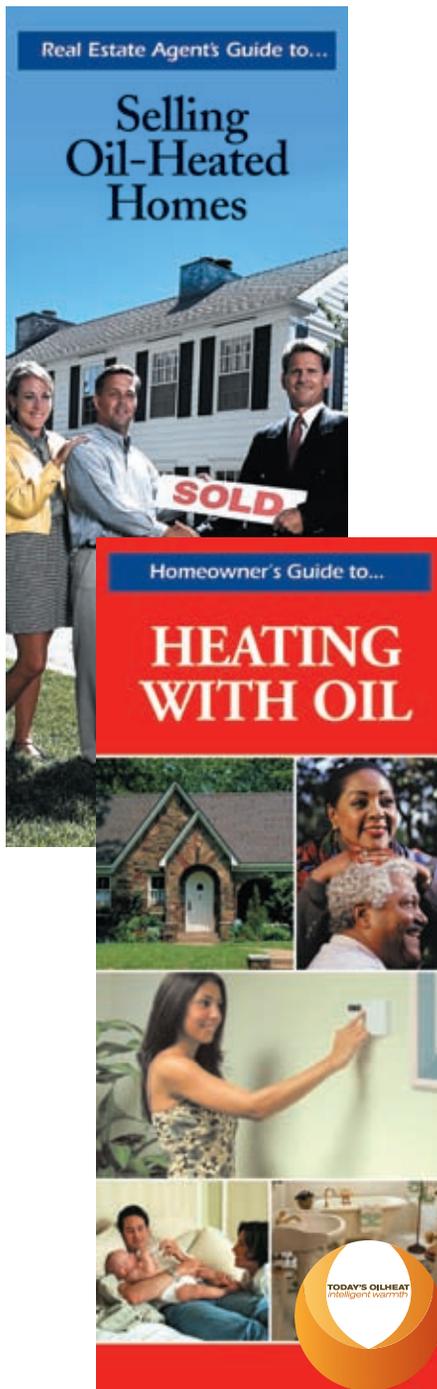
The Realtor component of our program continues to generate a welcome response from Realtors who participate. Dozens of offices received the proactive information, including the *NORA Real Estate Agent's Guide to Selling Oil-Heated Homes* and the *Homeowner's Guide to Heating With Oil*.

Oregon

Oregon Petroleum Association (OPA)

Consumer: Oregon targets "Today's Oilheat" message at Realtors that still manage to have erroneous concepts of how a modern Oilheat system functions. Space in publications, speakers at Realtor meetings and a telephone help desk to answer Realtor questions on Oilheat issues bolster our efforts. The association is also able to convey that Oilheat homes are valued by customers.

OPA created literature to address the large environmental audience in the state. A Bioheat® seminar was held for association members and interested groups members in conjunction with the Oregon Environmental Council. More programs of this na-



ture are planned.

Pennsylvania

Pennsylvania Petroleum Marketers & Convenience Store Association (PPMCSA)

PPMCSA, its NORA Committee, and local marketing groups use a variety of consumer education programs to improve public knowledge of Oilheat and provide this information statewide to over 1.2 million households. We use a statewide radio network for the most extensive information reach throughout the state.

The association also encourages more local heating distributor and realty broker ties in and sponsors meetings to foster these relationships. We also participate in the builder's exposition in Harrisburg, the state capitol.

E&T: PPMCSA has recognized approximately 1,600 technicians at different stages of NORA Bronze, Silver or Gold certification. The association has an extensive heating training center at its Harrisburg headquarters.

In 2006, PPMCSA enhanced the current training programs for Oilheat technicians, drivers and company staff by scheduling over 65 training programs.

Rhode Island

Oil Heat Institute of Rhode Island

The Institute relies on the radio and TV information messages developed by NORA to reach consumers in the state.

Our education and training support for the industry consists of scholarships to basic Oilheat technical training at the New England Institute of Technology, Providence and pe-

"Palette brush" view of training for Oilheat technicians at New England Institute of Technology, Providence, R.I.; this scene in front of a commercial boiler.

riodic heating unit and tank certification seminars within the state.

Vermont

Vermont Fuel Dealers Association (VFDA)

Our comprehensive Oilheat information campaign relies on NORA-created material for broadcast, since many Vermont households receive Boston, Albany and NYC stations via their cable outlets.

Our use of education and training funds goes to support heating equipment purchases and a limited scholarship program.

We are seeking to establish a new training lab at the Bennington, Vt. Career Development Center (CDC). CDC has committed sufficient square footage for both the placement of Oilheat equipment and classroom space to house ten or more pieces of oil-fired equipment for technical training.

Virginia

Virginia Petroleum, Convenience & Grocery Association (VPCGA)

Consumer: VPCGA aims to make residents aware of the benefit and modern characteristics of Oilheat and to continue the industry's education of energy conservation measures that help them to reduce fuel use through increased efficiency. Outreach includes, brochures, direct mail, and website information.

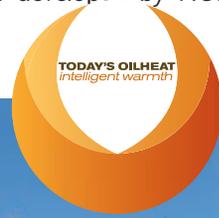
E&T: VPCGA provides education service for the owners and employees of petroleum marketing companies in the state, with spe-

cial focus on hands-on training for Oilheat technicians.

Washington

Pacific Northwest Oil Heat Council

Consumer: Using radio and television broadcast messages developed by NORA



within concentrated Oilheat markets, primarily in the eastern part of the state.

Wisconsin

Wisconsin Petroleum Marketers & Convenience Store Association (WPMCSA)

Wisconsin Petroleum Marketers & Convenience Store Association uses the creative material developed by NORA for use on the statewide radio network and in print messages aimed at Realtors to stress Oilheat value and efficiency.

In 2006 the Wisconsin Petroleum Marketers & Convenience Store Association used NORA funds for:

- a speaker and printed educational material to address Valley Area home inspectors. Thirty-five home inspectors attended this event.
- an education seminar for Oilheat dealers at the WPMCSA 2006 Convention.
- a session on how to inspect Oilheat systems, attended by 40 members of the Madison chapter of the Wisconsin Home Inspectors Association.
- a booth at the Wisconsin Realtors trade show to disseminate relevant info



SPEC WITH OILHEAT

SYSTEM 2000 SIDEWALL VENT—No need for costly chimney connections with System 2000's side wall vent. The unique combustion chamber, combined with infrared radiant transfer design, means that gases from the system clean and naturally cool. This allows them to be vented directly through the wall, even at cold draft. Plus it's highly efficient and whisper quiet! www.perfordboiler.com
Circle 0000

LEVO Series Boiler—The Benchmark Hydronic oil-fired LEVO Series wall boiler offers optimal heating performance in the most compact and the today's modern hydronic systems. With the ability to heat up and cool down quickly, the LEVO Series provides complete home comfort without waiting fuel oil. The LEVO Series boiler is available in natural or direct vent models and is a participating member in the Energy Star Program with efficiencies up to 96.7% AFUE. A new Nano Design + Direct Vent or Natural Draft + Oil-Fired + Heat Pumps™ is the 143 MBTU Capacity.
Circle 0000

CHURN BOILER 'DOD' BOILER—The Freepipe® DOD series of "Direct Vent" sealed combustion oil boilers from Perford Boilers is ideal for new homes without chimneys. Standard features include a 3-Pass Cast Iron "Churn" Burner™ heat exchanger, a positive pressure burner, along with all venting components. A Mega-Tank™ hot water heater can easily be added to provide domestic hot water.
Circle 0000

The Direct Vent WY Boiler—The Series WY 10 boiler from Perford Boilers is a direct vent, oil-fired boiler for hot water systems. The fully packaged, ready-to-install boiler is ideal for applications where a chimney is not available. Additionally, new homes with tight construction are perfect for the Series WY 10 boiler. Visit www.perfordboilers.com for more information.
Circle 0000

No Chimney, No Problem.

Today's oilheating is perfect for chimneyless construction in either single or multiple dwellings. Whether warm air hydronic, radiant or hybrid-specific oilheat with air-conditioning and abundant hot water for all of your projects.

the clear choice!

Circle 000
Sponsored by NORA, OMA & Oilheating Journal.

A series of "Build With Oil" marketing units works to display Oilheat systems and resources available to architects, builders, and construction specifiers. Advertisements like the one shown appear in magazines to those trades. Several state groups have undertaken parallel efforts on a more local scale.

NORA Convenes With European Counterparts

A delegation representing the National Oilheat Research Alliance (NORA) gained insight to the workings of the European Oilheat industry during a September 2006 conference with the IWO (Institute of Efficient Oil Heating Systems) and the OWI (Oel-Wärme-Institut gGmbH), in Aachen, Germany. The visit included a tour of OWI facilities, which was founded in 1998 and has an annual budget of 3.5 million euros. OWI's research into low-temperature boilers shows that they can be as efficient as condensing units. Many Europeans are turning to systems that combine Oilheat with solar, which can reduce fuel consumption dramatically but are expensive to install.

IWO is a collaborative organization comparable to NORA in mission, but with reliance on oil refiners, importers and manufacturers for funding — far more so than the retail distribution that supports NORA. With a staff of 57 and a budget of 15 million euros, IWO is responsible for lobbying, public relations, marketing, training, engineering and research for the Oilheat industry. In Germany, Oilheat has 32 percent of market share, serviced by 3,800 oil dealers and about one service technician for every 325 of the total 6.5 million customers. Oil dealers generally do not offer service. IWO is supporting extensive research in biofuel usage, with a focus on the fuel/equipment interface.

The industry is working to hold onto its market share by presenting Oilheat as an efficient fuel with a secure source of supply and the potential for sustainability through biofuels. Identifying older heating systems and promoting customer upgrades is a priority because manufacturers are operating under directives from the European Commission to raise efficiency in light of the high level of fuel imports. The directives require new systems to use "eco-design," which mandates increased efficiency, reduced electricity consumption, decreased emissions, ability to use renewable fuels, and labeling emphasizing efficiency and decibel levels.

Setting Germany apart from the American market, customers generally have tanks holding 1,000 gallons or more and require only one delivery in a typical year. Most customers pay for all their oil upon delivery, though budget plans are available. There are no programs for fixed or capped prices. Many customers request premium oil, which is treated with additives stored on the delivery truck and blended at delivery. Instead of fill whistles, German customers have an electronic alarm that connects to the delivery truck. It has to be plugged in to make an electric circuit or no oil will leave the truck.



NORA Education & Training Committee head Bob Boltz and Beckett engineer Victor Turk confer over a flame technology test at OWI.



Kevin Beckett, Beckett Corp., Tom Butcher, Brookhaven National Laboratory, and NORA President John Huber hear about the status of Oilheat in Europe from Klaus Lucka (far left), Managing Director of OWI.

About one-third of Europe's fuel consumption is for heat and hot water, and the average Northern European household spends about 2,000 euros for the two.

Remarks from NORA's Treasurer:

The Finance Committee of the National Oilheat Research Alliance (NORA) is comprised of Chairwoman Heaney, and Messrs. Allen, Baran, Buhrmaster, Carini, Devine, Keyser, Lipton, Maniscalco, Scuder, and Townsend in an Ex-Officio capacity. The Committee's responsibilities include oversight with respect to:

- the quality and integrity of NORA's financial statements;
- the accounts of the National Oilheat Research Institute (NORI), a 501 (c) (3) organization that is a wholly owned subsidiary of NORA established for the purposes of conducting selected research and development projects;
- the independent auditor's qualifications;
- the performance of NORA's internal accounting function;
- and the compliance with all accounting and regulatory requirements.

Also included within the purview of the Finance Committee is the preparation of all reports required to be included in NORA's Annual Report as stipulated in the National Oilheat Research Alliance Act of 2000, Public Law 106-469.

In reference to 2006 programs, including Consumer Education Production, Research and Development, Education and Training, and State Grants, NORA allocated a total of \$14,351,283. In 2005 NORA committed \$6,490,343, but we must be mindful that NORA was not re-authorized until August 8, 2005, with the collection process not commencing until September 1, 2005.

Grants involving 2006 Consumer Education, which included Production, totaled \$13,050,559, as compared to \$5,220,343 in 2005. Research and Development, via NORI, was allocated \$637,862 in 2006 as compared to \$1,000,000 in 2005, and Education and Training was allocated \$662,862 in 2006 as compared to \$120,000 in 2005.

NORA's total 2006 administrative expenses amounted to \$520,275, which equates to 9% less than 2005's administrative expenses of \$571,782. The change in unrestricted net assets, due to this winter's late start and energy conservation efforts, has resulted in a decrease in net assets of (\$1,534,122). After factoring in the beginning of the year's net assets of \$3,583,656, NORA ends calendar year 2006 with total net assets amounting to \$2,049,534.

Respectfully submitted,

John D. Maniscalco, Treasurer
National Oilheat Research Alliance

Independent Auditor's Report

Board of Directors
National Oilheat Research Alliance, Inc.
Alexandria, Virginia

We have audited the accompanying consolidated statements of financial position of the National Oilheat Research Alliance, Inc. as of December 31, 2006 and 2005, and the related consolidated statements of activities and cash flows and for the years then ended. These financial statements are the responsibility of the Alliance's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the National Oilheat Research Alliance, Inc. as of December 31, 2006 and 2005, and the change in its net assets and its cash flows for the years then ended in conformity with accounting principles generally accepted in the United States of America.

ROSS, LANGAN & MCKENDREE, L.L.P.
CERTIFIED PUBLIC ACCOUNTANTS
MCLEAN, VIRGINIA
JUNE 20, 2007

National Oilheat Research Alliance, Inc.

EXHIBIT A: CONSOLIDATED STATEMENTS OF FINANCIAL POSITION FOR THE YEARS ENDED DECEMBER 31, 2006 AND DECEMBER 31, 2005

	2006	2005
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	\$4,574,155	\$4,061,260
Assessments receivable	3,862,478	4,595,174
Prepays and other current assets	2,066	5,167
Publications inventory	398,459	225,234
Total current assets	8,837,158	8,886,835
PROPERTY AND EQUIPMENT		
Office equipment	8,134	4,921
Computer equipment	6,262	6,262
	14,396	11,183
Less accumulated depreciation	(9,749)	(7,825)
Total property and equipment	4,647	3,358
TOTAL ASSETS	\$8,841,805	\$8,890,193
LIABILITIES AND UNRESTRICTED NET ASSETS		
CURRENT LIABILITIES		
Accounts payable	\$-	\$35,457
Accrued tank insurance	-	78,563
Other accrued expenses	474,060	107,100
Grants payable	1,441,511	2,119,972
State grant obligations	4,876,700	2,965,445
TOTAL LIABILITIES	6,792,271	5,306,537
NET ASSETS		
Unrestricted net assets	630,663	1,954,360
Board designated net assets	1,418,871	1,629,296
Total net assets	2,049,534	3,583,656
TOTAL LIABILITIES AND NET ASSETS	\$8,841,805	\$8,890,193

EXHIBIT B: CONSOLIDATED STATEMENTS OF ACTIVITIES FOR THE YEARS ENDED DECEMBER 31, 2006 AND DECEMBER 31, 2005

REVENUE AND SUPPORT		
Assessment revenue - net	\$13,330,306	\$8,798,154
Interest income	325,940	129,841
Other income	158,872	225,633
Total revenue and support	13,815,118	9,153,628
EXPENSES		
Programs:		
Consumer education production	1,548,000	1,000,000
Research and development	637,862	1,000,000
Education and training	662,862	120,000
State grants	11,502,559	4,220,343
Tank insurance	-	150,000
Total program expenses	14,351,283	6,490,343
Administrative expenses:		
Administrative costs	518,352	570,257
Depreciation	1,923	1,525
Total administrative expenses	520,275	571,782
General and special projects:		
Special projects	105,032	195,570
Collection costs	228,592	115,699
Publication costs	144,058	191,195
Total general and special projects	477,682	502,464
Total expenses	15,349,240	7,564,589
CHANGE IN UNRESTRICTED NET ASSETS	(1,534,122)	1,589,039
NET ASSETS AT BEGINNING OF YEAR	3,583,656	1,994,617
NET ASSETS AT END OF YEAR	\$2,049,534	\$3,583,656

EXHIBIT C: CONSOLIDATED STATEMENTS OF CASH FLOWS FOR THE YEARS ENDED DECEMBER 31, 2006 AND DECEMBER 31, 2005

CASH FLOWS FROM OPERATING ACTIVITIES		
Change in unrestricted net assets	(\$1,534,122)	\$1,589,039
Adjustments to reconcile change in unrestricted net assets to net cash provided by operating activities		
Depreciation	1,924	1,525
Changes in assets and liabilities:		
(Increase) decrease in assessments receivable	732,696	(558,004)
(Increase) decrease in prepaids/deposits	3,103	249,842
(Increase) decrease in publication inventory	(173,225)	(22,674)
Increase (decrease) in accounts payable and accrued expenses	(425,521)	146,734
Increase (decrease) in grants payable and state grant obligations	1,911,253	1,008,662
Total adjustments	2,050,230	826,085
Net cash provided by operating activities	516,108	2,415,124
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of property and equipment	(3,213)	(2,385)
NET INCREASE IN CASH AND CASH EQUIVALENTS	512,895	2,412,739
CASH AND CASH EQUIVALENTS - BEGINNING OF THE YEAR	4,061,260	1,648,521
CASH AND CASH EQUIVALENTS - END OF THE YEAR	\$4,574,155	\$4,061,260

See independent auditor's report. The accompanying notes are an integral part of these financial statements.

NATIONAL OILHEAT RESEARCH ALLIANCE, INC.
CONSOLIDATED NOTES TO FINANCIAL STATEMENTS

See independent auditor's report. The accompanying notes are an integral part of these financial statements.

NOTE 1 - THE ORGANIZATION

The National Oilheat Research Alliance, Inc. (the Alliance) is a non-profit trade organization developed under the National Oilheat Research Alliance Act of 2000 (NORA), Public Law 106-469, legislation passed by the U.S. Congress and signed into law in November, 2000. The Alliance was created to educate consumers about the benefits of oil heat, to perform research and development, and technical training to provide better customer service. The Alliance's Board consists of members from the oil heat industry, retail markets, wholesale distributors, public members, and representatives from the states with the highest oil heat sales. The Alliance was incorporated on January 31, 2001.

NOTE 2 - SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Basis of Accounting and Consolidation

The financial statements are prepared on the accrual basis of accounting, in accordance with U.S. generally accepted accounting principles.

The consolidated financial statements include the accounts of the Alliance and National Oilheat Research Institute (NORI), its wholly-owned subsidiary, after the elimination of all material inter-company transactions and balances.

Accounting Estimates

The preparation of financial statements in accordance with U.S. generally accepted accounting principles requires management to make estimates and assumptions which affect the reported amount of assets, liabilities, revenue and the disclosure of contingencies, if any at the date of the financial statements.

Assessment Revenue

The NORA law requires wholesale distributors of No. 1 distillate and No. 2 dyed distillate to remit an assessment of two-tenths of one cent per gallon at the point of sale. If the No. 1 distillate or No. 2 dyed distillate is imported after the point of sale, the assessment is to be made when the product enters the United States. The assessments are to be remitted to the Alliance quarterly.

Assessments Receivable

An estimate of assessments to be received, but not remitted to the Alliance at the end of the reporting period, are made based on industry statistics.
Property and Equipment
Property and equipment purchased in excess of \$1,000 are recorded at cost. Depreciation of furniture, office and computer equipment is computed by using the straight-line method over the estimated useful lives of the assets. Estimated useful lives by category are:
Office equipment — 5 years
Computer equipment — 3 years

Cash and Cash Equivalents

The Alliance considers all investments with original maturities of three months or less to be cash equivalents.

Publications Inventory

Inventory consists of publications and is recorded at cost.

Consumer Education

Consumer Education costs are expensed as incurred. Consumer Education activities include direct communications with consumers through broadcast media (television and radio), direct mail, internet and outdoor advertising. Total costs for the years ended December 31, 2006 and 2005 were \$7,811,320 and \$3,911,750, respectively.

Interest Income

Interest income earned on the Alliance's cash deposits is not allocated to specific projects. When the budgeting and cash flow needs of the Alliance are more readily determinable, interest income will be utilized to advance the Alliance's programs.

NOTE 3 - INCOME TAX STATUS

The Alliance qualifies as a tax-exempt organization under Internal Revenue Code Section 501(c)(6). Consequently, the Alliance is exempt from Federal and state income tax except for income tax on unrelated business income. There were no unrelated business activities in 2006 and 2005.

NOTE 4 - COMMITMENTS

The Alliance entered into two operating leases for office space. The leases call for monthly payments of \$1,865, contain lease terms of twelve months and are renewable annually. Rent expense for the years ended December 31, 2006 and 2005 totaled \$20,872 and \$23,384, respectively.

NOTE 5 - ADMINISTRATIVE EXPENSE CAP

NORA, Public Law 106-469, requires that the Alliance limit expenditures for "Administrative" expenses to seven percent of gross revenue generated by assessment remittances.

NOTE 6 - PROGRAM SERVICES

Research and Development

The Alliance committed 4.87 percent in 2006 and 11.52 percent in 2005 of assessment revenue, net of collection costs and the Board designated reserve, for oil heat research and development grants. The 2006 commitment totaled \$637,862. The 2005 commitment totaled \$1,000,000.

Education and Training

The Alliance committed 5.06 percent in 2006 and 1.38 percent in 2005 of assessment revenue, net of collection costs and the Board designated reserve, for grants related to education and training. The 2006 commitment totaled \$662,862. The 2005 commitment totaled \$120,000.

Consumer Education Production

The Alliance committed 11.82 percent in 2006 and 11.52 percent in 2005 of assessment revenue, net of collection costs and the Board designated reserve, for grants related to consumer education. The 2006 commitment totaled \$1,548,000. The 2005 commitment totaled \$1,000,000.

Tank Insurance

The Tank Insurance Program was developed to formulate strategies to work in conjunction with the homeowners' insurance industry. The Alliance committed 1.7 percent of net assessments in 2005 for the Tank Insurance Program.

State Grants

The Alliance has committed 87.8 percent in 2006 and 48.6 percent in 2005 of net assessment revenue for state grants. In addition, the costs for the consumer education production program were incurred by the Alliance on behalf of the states. Thus, the total commitment for state grants was \$13,050,558 or 97.9 percent of net assessment revenue. The 2005 commitment totaled \$5,220,343.

The Alliance is mandated by law to establish a program coordinating the operation of the Alliance with the operator of any similar state or local program. Remittances to state programs are required to equal 15 percent of the assessment revenue collected in the state. During 2006, the Alliance is distributing 101 percent of its net assessment revenue as follows:

Assessment revenue	\$13,330,306
Less: collection costs	(228,592)
Net assessment revenue	\$13,101,714
Grants and state grants	(109.54 percent of net assessment revenue)
	\$14,351,283

NOTE 7 - GRANTS PAYABLE

The Alliance enters into various grant agreements which may require periodic payments of grant funds. The outstanding grant liability is as follows:

	December 31, 2006	2005
Research and		
Development.....	\$1,424,142	\$1,629,353
Education and Training	252,933	115,647
Consumer Education	(235,564)	374,972
Total	\$1,441,511	\$2,119,972

NOTE 8 - BOARD DESIGNATED NET ASSETS

The Board has designated an amount equal to ten percent of annual assessments to be reserved in response to unpredictable weather patterns. The funds will be utilized in future years, with Board approval, to advance the Alliance's programs. The Boards' designated net assets at December 31, 2006 and 2005 totaled \$1,418,871 and \$1,629,296, respectively. The Board released funds during 2006.

NOTE 9 - ASSESSMENT AND COLLECTION COSTS

Assessments and collection costs include the costs incurred to process annual assessments, to publicize the collection system and to ascertain compliance as stipulated by NORA law. Collection costs consist of the following:

Legal fees.....	\$90,000
Accounting fees	85,360
Other.....	53,232
Total	\$228,592

The Alliance has also developed an audit system for collections compliance, and has the legal authority to conduct audits to ensure member compliance.

NOTE 10 - NATIONAL OILHEAT RESEARCH INSTITUTE

The National Oilheat Research Institute (NORI) is a 501(c)(3) organization created by the Alliance for the purposes of conducting selected research projects. The Alliance has provided the majority of NORI's funding. Project funding, totaling \$637,861 and \$1,000,000, has been approved by the Alliance board for 2006 and 2005, respectively. Actual distributions of approved funding totaled \$660,121 in 2006 and \$978,164 in 2005.

NOTE 11 - ASSESSMENT REFUNDS

Assessment revenue excludes collections which will be returned as refunds. The Alliance collects assessments on all heating oil defined as dyed distillate. Under NORA's collections rules, any dyed distillate or blends are subject to assessment. Some of this fuel is used for non-heating applications and is refunded. The Alliance anticipates refunds will approximate \$1.5 million per year and has established the appropriate reserve. As actual refunds are paid, the reserve is adjusted. Refunds for the years ended December 31, 2006 and 2005 were \$1,583,403 and \$948,755, respectively.

NOTE 12 - CONCENTRATIONS OF CREDIT RISK

The Alliance maintains cash deposits with Merrill Lynch in excess of federally insured limits of \$100,000. However, the Securities Investor Protection Corporation (SIPC) protects securities and cash in Merrill Lynch accounts for up to \$500,000 per client for securities (including up to \$100,000 for cash). Merrill Lynch has also obtained coverage in excess of the SIPC limits. On December 31, 2006, the Alliance had \$4,552,827 in excess of federally insured limits.

National Oilheat Research Alliance

President: John Huber, National Oilheat Research Alliance, 600 Cameron Street, Suite 206, Alexandria, VA 22314

2006 Officers of the National Oilheat Research Alliance



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Jim Townsend



First Vice Chairman
Peter Carini



Second Vice Chairman
Allison Heaney



Consumer Education
Lawrence Scuder



Education & Training
Robert Boltz



President
John Huber

Immediate Past Chairman: Don Allen, E.T. Lawson Co., P.O. Box 249, Hampton, VA 23669

Chairman: Jim Townsend, Townsend Oil, 27 Cherry Street, Danvers, MA 01923

First Vice Chairman: Peter Carini, Champion Energy Corp., One Ramada Plaza, Suite 801, New Rochelle, NY 10801

Second Vice Chairman: Allison Heaney, The Energy Conservation Group LLC, PO Box 246, College Point, NY 11356

Secretary: Jack Sullivan, New England Fuel Institute, P.O. Box 9137, Watertown, MA 02471

Treasurer: John Maniscalco, New York Oil Heating Association, 14 Penn Plaza, Suite 1102, New York, NY 10122

John Beckett, R.W. Beckett Corp., PO Box 1289, Elyria, OH 44036

Bob Boltz, Vincent R. Boltz, Inc., 45 Guilford Street, Lebanon, PA 17046

Molly Brady, First Call Heating & Cooling, 1650 NE Lombard, Portland, OR 97211

Ralph Carlo, Tracey Energy Service, LLC, 325 Howard Ave., New Haven, CT 06519-2627

John Fuquay, Berico Fuels, PO Box 1111, Greensboro, NC 27402

Gene Jacobus, Jacobus Energy, Inc., 11815 West Bradley Road, Milwaukee, WI 53224

Will Lawes, Lawes Fuel Corp., P.O. Box 258, Shrewsbury, NJ 07702

Michael Romita, Castle Oil Corp., 500 Mamaroneck Ave., Harrison, NY 10528

2006 NORA Board of Directors

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Laboratory
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Christoff Mitchell Petroleum
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Research Foundation
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Augusta, ME

*Will Lawes (8)
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Jeff Lykins (6)
Lykins Oil Company
Milford, OH

Jon Madsen (7)
Allied Washoe
Reno, NV

Dave Martin (7)
Webber Energy Fuels
Bangor, ME

Warren McClintock (6)
Exxon Mobil
Fairfax, VA

Ralph L. Mills (7)
Abbott & Mills Inc
Newburgh, NY

Edward J. Noonan (6)
Noonan Energy Corp.
Springfield, MA

Richard Phelps (7)
Carrol Independent
Fuel Company
Baltimore, MD

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Quarles Petroleum Inc.
Richmond, VA

*Michael Romita (7)
Castle Oil Corp.
Harrison, NY

Ron Sabia (7)
Gulf Oil, LP
Chelsea, MA

Tom Santa (7)
Santa Energy
Bridgeport, CT

Ed Scott (6)
Scott Oil
Manchester, MA

Lawrence Scuder (8)
Combind Oil Corp.
Bronx, NY

Frank Sestito (6)
Total Energy Solutions LLC
Portsmouth, NH

Richard B. Slifka (6)
Global Partners LP
Waltham, MA

Judy Smith (deceased)
C.K. Smith & Co., Inc.
Worcester, MA

Don Steward, Sr. (7)
W.B. Steward & Son
Woodbury Heights, NJ

*Jim Townsend (9)
Townsend Oil Co.
Danvers, MA

Denny Trautman (7)
Suburban Propane
Syracuse, NY

Rob Van Varick (8)
Van Varick & Son, Inc.
Wayne, NJ

Don Waldman (8)
Duck Island Terminals
Trenton, NJ

Norman Woolley Sr. (8)
Woolley Fuel Co.
Maplewood, NJ

Douglas E. Woosnam (6)
Leffler Energy
Richland Partners LLC
Mount Joy, PA

Ray Works (6)
Southern States Cooperative
Richmond, VA

(6) Term Expires 12/06

(7) Term Expires 12/07

(8) Term Expires 12/08

(9) Term Expires 12/09

*Member of Executive Committee

These National, Regional, and State organizations represent NORA in 22 states and the District of Columbia



National

John Huber, President
National Oilheat Research Alliance
600 Cameron Street, Suite 206
Alexandria, VA 22314
Phone: 703-340-1660
Fax: 703-340-1661
jhuber@nora-oilheat.org
www.nora-oilheat.org

Industry/Regional

Shane Sweet
New England Fuel Institute
PO Box 9137
Watertown, MA 02471-9137
Phone: 617-924-1000
shane@nefi.com
www.nefi.com

Connecticut

Eugene Guilford
Independent Connecticut
Petroleum Assn.
10 Alcap Ridge
Cromwell, CT 06416
Phone: 860-613-2041
gene@icpa.org
www.icpa.org

Idaho

Suzanne Budge Schaefer
Idaho Petro. Marketers
& C-Store Assn.
SBS Associates LLC
PO Box 984
Boise, ID 83701-0984
Phone: 208-345-6632
sbs@sbsidaho.com

Indiana

Scot Imus
Indiana Petroleum Marketers
& Convenience Store Assn.
101 W. Washington St.,
Ste. 805E
Indianapolis, IN 46204-3413
Phone: 317-633-4662
simus@ipca.org
khaber@ipca.org
www.ipca.org

Kentucky

Richard Maxedon
Kentucky Petroleum
Marketers Association
622 Shelby Street
Frankfort, KY 40601-3460
Phone: 502-875-3738
kpma@kpma.net
www.kpma.net

Maine

Jamie Py
Maine Oil Dealers Association
25 Greenwood Road
PO Box 249
Brunswick, ME 04011
Phone: 207-729-5298
jamie@meoil.com
www.meoil.com

Massachusetts

Michael Ferrante
Massachusetts Oilheat Council
118 Cedar Street
Wellesley Hills, MA 02481
Phone: 781-237-0730
mferrante@massoilheat.org
www.massoilheat.org

Michigan

Mark Griffin
Michigan Petroleum Association
Michigan Assn. of Conv. Stores
7521 Westshire Dr., #200
Lansing, MI 48917
Phone: 517-622-3530
griffin@mpamacs.org
www.mpamacs.org

Mid-Atlantic Region:

Delaware, Maryland, Washington, D.C.

Peter Horrigan
Mid-Atlantic Petroleum
Distributors Assn.
1517 Ritchie Highway, Suite 206
Arnold, MD 21012
Phone: 410-349-0808
petegwyn@aol.com
www.mapda.org

Nevada

Peter Krueger
NV Petroleum Marketers
& C-Store Association
PO Box 12431
Reno, NV 89510
Phone: 775-348-1888
peter@amsgr.net
www.nvfuels.com

New Hampshire

Robert Garside
Oil Heat Council of NH
PO Box 152
Fremont, NH 03044
Phone: 603-895-3808
ohcnh@nhoilheat.com
www.nhoilheat.com

New Jersey

Eric DeGesero
Fuel Merchants Assn. of NJ
66 Morris Ave.
PO Box 477
Springfield, NJ 07081-0477
Phone: 973-467-1400
edegesero@fmanj.org
www.fmanj.org

New York State

Thomas Peters
Empire State Petroleum Assn.
111 Washington Avenue, #203
Albany, NY 12210-2208
Phone: 518-449-0702
tpeters@espa.net
www.espa.net

New York: Long Island

Kevin Rooney
Oil Heat Institute of Long Island
601 Veterans Highway
Hauppauge, NY 11788
Phone: 631-360-0200
info@ohili.org
www.ohili.org

New York: NYC

John Maniscalco
New York Oil
Heating Association
14 Penn Plaza, Suite 1102
New York, NY 10122
Phone: 212-695-1380
nyoilheating@nyoha.org
www.nyoha.org

North Carolina

Gary Harris
North Carolina Petroleum
Marketers Association
7300 Glenwood Avenue
Raleigh, NC 27612
Phone: 919-782-4411
gharris@ncpma.org
www.ncpma.org

Ohio

Karen Dreyer
Ohio Petroleum Marketers
& C-Store Association
4242 Tuller Road, Suite B
Dublin OH 43017
Phone: 614-792-5212
kdreyer@opmca.org
www.opmca.org

Oregon

Paul Romain
Oregon Petroleum Association
7070 Southwest Fir Loop, #150
Tigard, OR 97223
Phone: 503-670-1777
promain@teleport.com
www.oregonpetroleum.org

Pennsylvania

John Kulik
Pennsylvania Petroleum
Marketers & C-Store Assn.
PO Box 68
Highspire, PA 17034-0068
Phone: 717-902-0210
jkulik@ppmcsa.org
www.ppmcsa.org

Rhode Island

Peter Lombardi, Jr.
Oil Heat Institute of Rhode Island
1395 Atwood Avenue, Ste. 209A
Johnston, RI 02919-4931
Phone: 401-464-8000
plombardi@ohi.necoxmail.com

Vermont

Matt Cota
Vermont Fuel Dealers Association
PO Box 366
Northfield, VT 05663
Phone: 802-485-7999
vermontfuel@gmail.com
www.vermontfuel.com

Virginia

Michael J. O'Connor
VA Petroleum, Convenience
& Grocery Association
6716 Patterson Avenue, #100
Richmond, VA 23226
Phone: 804-282-7534
mike@vpcga.com
www.vpcga.com

Washington

Lea Wilson
Pacific Northwest
Oil Heat Council
18850 103rd Avenue SW
Vashon, WA 98070
Phone: 206-463-2314
lea@pnwoilheat.com
www.pnwoilheat.com

Wisconsin

Robert Bartlett
WI Petroleum Marketers
& C-Store Association
121 South Pinckney Street, #300
Madison, WI 53703
Phone: 608-256-7555
bartlett@wpmca.org
www.wpmca.org



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PERMIT NO. 1926

www.nora-oilheat.org
The industry's website.

www.noraed.org
For Oilheat education and training.

www.oilheatamerica.com
Consumer Education

www.norastore.org
Oilheat industry products.



National Oilheat Research Alliance

600 Cameron Street, Suite 206, Alexandria, VA 22314

Ph: 703-340-1660 / Fx: 703-340-1661 / Em: info@nora-oilheat.org