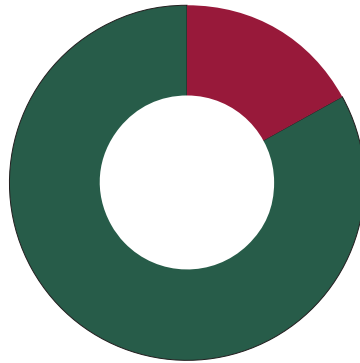


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**What is your operation type?**

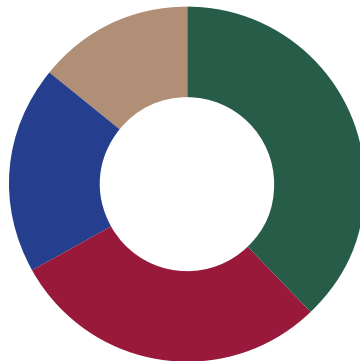


■ Single-state independent retailer	83%
■ Multi-state independent retailer	17%

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**What region does your company serve?**

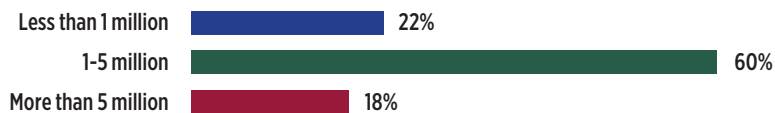


■ Midwest	38%
■ South	29%
■ Northeast	19%
■ West	14%

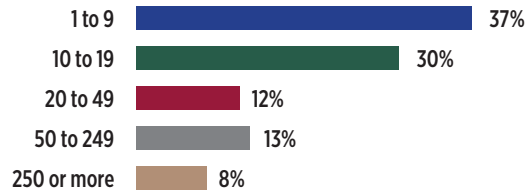
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**How many gallons of propane does your company sell?**



### How many employees are in your organization?



### Average annual total compensation

Executive leadership	\$166,085
Owner	\$163,551
Area/regional manager	\$137,806
Vice president/general manager	\$129,357
Sales manager	\$117,520
District/operations manager	\$108,417
Service manager	\$79,337
Sales representative	\$69,328
Office manager	\$66,141
Tanker/transport driver	\$63,226
Service technician	\$58,592
Delivery driver	\$56,895
Terminal operator	\$49,163
Admin/secretary	\$44,437
Customer service representative	\$43,100
General laborer	\$39,558

**EDITOR'S NOTE:** These estimates are calculated by adding average annual base pay and additional compensation for each position. Hourly wages for non-management positions are multiplied by a "year-round, full-time" figure of 2,080 hours (52 weeks x 40 hours) per year to arrive at an annual wage. These estimates may not represent average annual pay should the workers work more or less than 2,080 hours per year.

**Average annual additional compensation**

Owner	\$59,129
Executive leadership	\$57,074
Vice president/general manager	\$35,135
Sales manager	\$33,867
Sales representative	\$31,559
Area/regional manager	\$25,750
District/operations manager	\$21,522
Service manager	\$10,796
Delivery driver	\$9,336
Office manager	\$9,267
Service technician	\$7,674
General laborer	\$6,560
Admin/secretary	\$5,313
Tanker/transport driver	\$4,846
Customer service representative	\$4,757
Terminal operator	\$2,750

**Management: Average annual base salary by region**

	Average Total	Midwest	South	Northeast	West
Executive leadership	\$133,298	\$126,538	\$117,500	\$160,909	\$133,889
Owner	\$130,593	\$115,000	\$130,000	\$151,429	\$134,375
Area/regional manager	\$118,333	\$85,833	\$111,000	\$136,250	\$171,667
Vice president/general manager	\$110,714	\$87,632	\$112,143	\$133,636	\$144,000
Sales manager	\$97,200	\$73,571	\$127,000	\$95,625	\$103,000
District/operations manager	\$92,000	\$67,857	\$84,375	\$104,444	\$111,667
Service manager	\$72,674	\$68,846	\$68,571	\$76,818	\$85,000
Office manager	\$61,797	\$59,318	\$55,556	\$70,000	\$66,250

**Non-management: Average hourly base wage by region**

	Average Total	Midwest	South	Northeast	West
Tanker/transport driver	\$28.82	\$26.79	\$29.64	\$29.17	\$32.50
Service technician	\$25.58	\$24.79	\$23.03	\$28.57	\$28.75
Sales representative	\$25.28	\$23.50	\$18.50	\$27.50	\$52.50
Delivery driver	\$24.31	\$24.69	\$22.50	\$25.50	\$25.00
Terminal operator	\$23.13	\$15.00	\$27.50	\$23.75	\$32.50
Admin/secretary	\$20.05	\$18.06	\$17.78	\$25.68	\$23.75
Customer service representative	\$19.36	\$19.25	\$17.22	\$21.73	\$20.63
General laborer	\$17.30	\$16.17	\$15.68	\$20.00	\$18.93

**EDITOR'S NOTE:** Average annual base salary and average hourly base wage exclude earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

### Management: Average annual base salary by operation type

	Average Total	Multi-state independent retailer	Single-state independent retailer
Executive leadership	\$133,298	\$168,750	\$121,143
Owner	\$130,593	\$165,556	\$124,300
Area/regional manager	\$118,333	\$132,778	\$103,889
Vice president/general manager	\$110,714	\$147,222	\$102,500
Sales manager	\$97,200	\$102,500	\$94,706
District/operations manager	\$92,000	\$97,000	\$89,500
Service manager	\$72,674	\$76,250	\$71,857
Office manager	\$61,797	\$65,909	\$60,943

**EDITOR'S NOTE:** Average annual base salary excludes earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

### Non-management: Average hourly base wage by operation type

	Average Total	Multi-state independent retailer	Single-state independent retailer
Tanker/transport driver	\$28.82	\$28.06	\$29.50
Service technician	\$25.58	\$24.58	\$25.80
Sales representative	\$25.28	\$28.33	\$23.75
Delivery driver	\$24.31	\$22.88	\$24.59
Terminal operator	\$23.13	\$22.50	\$23.33
Admin/secretary	\$20.05	\$18.50	\$20.43
Customer service representative	\$19.36	\$17.50	\$19.84
General laborer	\$17.30	\$17.50	\$17.24

**EDITOR'S NOTE:** Average hourly base wage excludes earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

**Management: Average annual base salary by employee count**

	Average Total	1 to 9	10 to 19	20 to 49	50 to 249	250 or more
Executive leadership	\$133,298	\$77,917	\$117,778	\$139,000	\$181,000	\$178,333
Owner	\$130,593	\$87,727	\$137,500	\$167,857	\$167,778	\$178,000
Area/regional manager	\$118,333	\$55,000	\$65,000	\$60,000	\$132,500	\$153,000
Vice president/general manager	\$110,714	\$85,909	\$83,824	\$131,250	\$143,182	\$159,167
Sales manager	\$97,200	\$61,667	\$88,333	\$131,250	\$94,444	\$100,833
District/operations manager	\$92,000	\$85,000	\$67,857	\$102,500	\$108,500	\$83,333
Service manager	\$72,674	\$59,000	\$68,846	\$87,500	\$81,364	\$79,000
Office manager	\$61,797	\$52,222	\$60,000	\$72,143	\$70,833	\$66,667

**EDITOR'S NOTE:** Average annual base salary excludes earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

**Non-management: Average hourly base wage by employee count**

	Average Total	1 to 9	10 to 19	20 to 49	50 to 249	250 or more
Tanker/transport driver	\$28.82	\$27.50	\$22.50	\$25.83	\$32.50	\$28.75
Service technician	\$25.58	\$24.17	\$26.62	\$26.25	\$27.50	\$24.17
Sales representative	\$25.28	\$15.00	\$22.50	\$22.50	\$30.00	\$24.17
Delivery driver	\$24.31	\$23.95	\$24.64	\$24.50	\$25.42	\$22.50
Terminal operator	\$23.13	\$15.00			\$23.75	\$30.00
Admin/secretary	\$20.05	\$18.03	\$21.25	\$19.17	\$22.05	\$22.50
Customer service representative	\$19.36	\$18.13	\$20.44	\$20.28	\$19.32	\$18.33
General laborer	\$17.30	\$15.94	\$17.50	\$17.50	\$18.75	\$16.67

**EDITOR'S NOTE:** Average hourly base wage excludes earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

**Management: Average annual base salary by gallon sales**

	Average Total	Less than 1 million	1-5 million	More than 5 million
Executive leadership	\$133,298	\$93,571	\$118,704	\$185,000
Owner	\$130,593	\$95,417	\$130,139	\$170,455
Area/regional manager	\$118,333		\$90,714	\$135,909
Vice president/general manager	\$110,714	\$89,167	\$100,625	\$151,818
Sales manager	\$97,200	\$65,000	\$100,417	\$99,545
District/operations manager	\$92,000	\$55,000	\$86,944	\$103,636
Service manager	\$72,674	\$56,667	\$72,778	\$82,000
Office manager	\$61,797	\$54,167	\$63,026	\$65,000

**EDITOR'S NOTE:** Average annual base salary excludes earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

**Non-management: Average hourly base wage by gallon sales**

	Average Total	Less than 1 million	1-5 million	More than 5 million
Tanker/transport driver	\$28.82	\$27.50	\$28.13	\$29.50
Service technician	\$25.58	\$22.95	\$26.22	\$25.83
Sales representative	\$25.28	\$12.50	\$22.50	\$31.07
Delivery driver	\$24.31	\$22.81	\$24.74	\$24.50
Terminal operator	\$23.13	\$12.50	\$30.00	\$22.50
Admin/secretary	\$20.05	\$17.00	\$20.16	\$23.06
Customer service representative	\$19.36	\$17.50	\$19.74	\$19.17
General laborer	\$17.30	\$15.70	\$17.69	\$17.14

**EDITOR'S NOTE:** Average hourly base wage excludes earnings from other work, overtime pay, commissions, bonuses, incentive pay, profit sharing, retirement benefits received, the monetary value of other benefits, and any other forms of additional compensation.

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**Which of the following benefits have you added within the past two years to attract and retain employees?**

