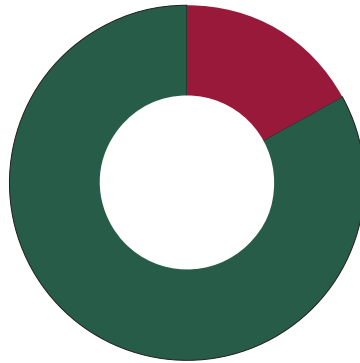
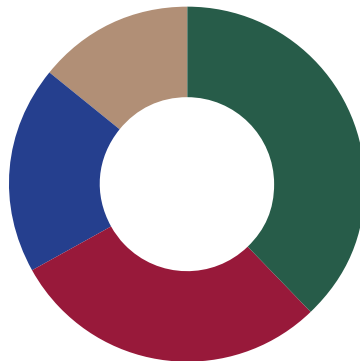

What is your operation type?



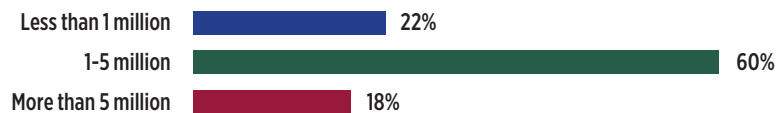
■ Single-state independent retailer 83%
■ Multi-state independent retailer 17%

What region does your company serve?

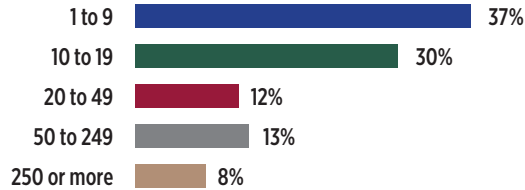


■ Midwest 38%
■ South 29%
■ Northeast 19%
■ West 14%

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.

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.

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.

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

