



**2020  
PROPANE INDUSTRY  
SURVEY RESULTS**

**GRAY GRAY & GRAY<sup>®</sup>**  
CERTIFIED PUBLIC ACCOUNTANTS | ADVISORS

**FuelExchange**  
FuelExchange, LLC  
*An Affiliate of Gray, Gray & Gray, LLP*



# Gray, Gray & Gray Propane Survey Results 2020 - OVERALL

In what region does your company primarily do business?	
Northeast	46%
South	18%
Midwest	23%
West	13%

Total number of employees 63

Number of service technicians (full-time equivalent) 10  
(15% of work force)

Number of delivery drivers (full-time equivalent) 12  
(19% of work force)

How many gallons did you sell during the heating season that just ended?

Propane –Residential:	1,463,950
Propane – Commercial:	555,042

What is the HOURLY rate you pay?

Delivery Drivers	\$22.83 per hour
Dispatchers	\$23.60 per hour
Customer Service Representatives	\$18.46 per hour
Accounts Payable/Receivable Staff	\$21.28 per hour
IT/HR Manager	\$32.75 per hour
Service Technicians	\$24.88 per hour
Service Manager	\$34.53 per hour
Controller/Accounting Manager	\$41.73 per hour
General Manager	\$46.35 per hour
Operations Manager	\$38.50 per hour
Office Manager	\$28.52 per hour
Sales Manager	\$38.34 per hour

How much do you pay a salesperson for a new account?  
\$181.64 per new account

What are you doing to retain employees?

Raising wages	83%
Converting hourly employees to salaried	11%
Improving benefits	49%
Paying bonuses	69%
Deferred compensation plan	9%
Other	20%
(i.e. 401(k) match, fully paid healthcare, profit sharing, retirement account, flexible hours)	

If you lost customers last year, to what do you most attribute their leaving?

Lost to competitor with similar pricing	7%
Lost to competitor with lower prices	49%
Lost to gas conversion	21%
Lost due to other reasons	23%
(i.e. moved/died, oil competitors, heat pumps, electric forklifts, switch to electricity)	

When did you last install new fuel/propane management software?

Within the last year	17%
Less than 5 years ago	23%
Less than 10 years ago	26%
More than 10 years ago	34%

How are you protecting your business against a cyberattack and data loss?

Encrypted cloud-based data storage	51%
Anti-malware software/Endpoint protection	73%
Secure data backup for disaster recovery & business continuity	81%
Written information security plan (WISP)	23%
Staff training	45%
Cybersecurity insurance	39%
Other	5%
(i.e. off-site managed IT, encrypted phones, firewall)	

Are you considering any of the following?

Acquiring a company	41%
Selling your company	22%
Transitioning to the next generation	44%
Conducting a business valuation	21%
Refinancing	7%
Developing a new bulk plant	38%
Upgrading a bulk plant	36%
Converting to an S Corporation	2%
Converting to flat rate billing	11%
Retiring	21%
Merging into a joint venture	2%

What measures did your company have to take due to the COVID-19 crisis?

Reduced workforce through layoffs	8%
Reduced workforce through furloughs	16%
Reduced employee hours	17%
Reduced employee hours but maintained regular pay for employees in an effort to keep good workers	41%
Revised company practices in accordance with social distancing:	81%
Offered incentives to existing customers	5%
Offered incentives to new customers	3%
Offered payment assistance via payment plans	27%
Other	25%
(i.e. admin work from home, stopped charging interest, extra safety training, clean office twice daily, limiting customer access to office)	

# Gray, Gray & Gray Propane Survey Results 2020 - OVERALL

Do you sell any other fuel or energy products?	
Heating Oil –Residential	47%
Heating Oil – Commercial	39%
Kerosene	29%
Gasoline	34%
Diesel	37%
Other	3%

What percentage of your gallons sold are automatic versus will-call customers?	
Automatic delivery	70%
Will-call delivery	30%

What was your average margin for sales during the heating season that just ended?	
Propane - Residential	\$1.28 per gallon
Propane -Commercial	\$0.71 per gallon

What was your average margin on the following for propane gallons sold during the heating season that just ended?	
Grills	\$2.66 per gallon
Pool Heater	\$1.45 per gallon
Autogas	\$0.89 per gallon
Agriculture	\$0.51 per gallon
Home Use (cooking, laundry)	\$1.92 per gallon

What percentage of active customers use a budget plan? 20%

What percentage of active customers use a price protection plan? 33%

What is the average number of deliveries that your drivers made in the last 12 months? 3,168

What is your company's average gallons per stop?  
 Residential 188 gallons  
 Commercial 509 gallons

What is your average customer tank size?  
 Residential 312 gallons  
 Commercial 693 gallons

What percentage of customer propane tanks do you own?  
 Above ground 85%  
 Underground 51%

Do you charge annual rental fees for customer propane tanks?  
 Yes 70%  
 No 30%  
 If "yes," how much do you charge? \$82.00 (avg.)

Do you charge a minimal use fee for propane tanks?  
 Yes 59%  
 No 41%  
 If "yes," how much do you charge? \$87.96 (avg.)

Do you charge a delivery fee to customers?  
 Yes 25%  
 No 75%  
 If "yes," how much do you charge? \$18.68 (avg.)

How many customers have a multi-year contract on propane tanks?  
 For Above ground tanks 52%  
 How long is the average contract? 3 years  
 For Underground tanks 36%  
 How long is the average contract? 6 years

What is the average renewal price you charge for a service contract (on heating equipment)? \$256

What is the average hourly labor rate you charge for service?  
 Propane \$92.53 per hour  
 Air Conditioning \$120.58 per hour  
 Plumbing \$105.36 per hour  
 Pipeline Gas \$100.94 per hour  
 Other \$77.50 per hour

How many total service calls were made last year? 1,517

Please indicate how many of each of the following types of vehicles are in your fleet?  
 Bobtails 24%  
 Service vehicles 32%  
 Transports 12%  
 Other 32%

If your PROPANE customer list grew last year, to what do you most attribute the increase?  
 Better or more effective marketing 37%  
 An acquisition 2%  
 Better use of the internet or e-commerce 15%  
 Other 47%  
 (i.e. word of mouth, reputation, better service, competitive pricing, no contracts)

# Gray, Gray & Gray Propane Survey Results 2020 - NORTHEAST REGION

Total number of employees	66
Number of service technicians (full-time equivalent)	16
Number of delivery drivers (full-time equivalent)	17
How many gallons did you sell during the heating season that just ended?	
Propane - Residential	1,677,884
Propane - Commercial	704,026

What is the HOURLY rate you pay?	
Delivery Drivers	\$24.32 per hour
Dispatchers	\$25.81 per hour
Customer Service Representatives	\$19.76 per hour
Accounts Payable/Receivable Staff	\$22.46 per hour
IT/HR Manager	\$35.17 per hour
Service Technicians	\$27.08 per hour
Service Manager	\$37.36 per hour
Controller/Accounting Manager	\$44.82 per hour
General Manager	\$56.08 per hour
Operations Manager	\$41.71 per hour
Office Manager	\$31.11 per hour
Sales Manager	\$38.35 per hour

How much do you pay a salesperson for a new account?  
\$172 per new account

What are you doing to retain employees?	
Raising wages	72%
Converting hourly employees to salaried	10%
Improving benefits	45%
Paying bonuses	67%
Deferred compensation plan	9%
Other (i.e. retirement account, flexible hours)	22%

If you lost customers last year, to what do you most attribute their leaving?	
Lost to competitor with similar pricing	9%
Lost to competitor with lower prices	51%
Lost to gas conversion	21%
Lost due to other reasons (i.e. moved/died, oil competitors)	19%

When did you last install new fuel/propane management software?	
Within the last year	13%
Less than 5 years ago	25%
Less than 10 years ago	31%
More than 10 years ago	31%

How are you protecting your business against a cyberattack and data loss?	
Encrypted cloud-based data storage	53%
Anti-malware software/Endpoint protection	79%
Secure data backup for disaster recovery & business continuity	84%
Written information security plan (WISP)	28%
Staff training	47%
Cybersecurity insurance	48%
Other (i.e. off-site managed IT, encrypted phones, firewall)	5%

Are you considering any of the following?	
Acquiring a company	53%
Selling your company	13%
Transitioning to the next generation	47%
Conducting a business valuation	23%
Refinancing	9%
Developing a new bulk plant	38%
Upgrading a bulk plant	43%
Converting to an S Corporation	2%
Converting to flat rate billing	17%
Retiring	15%
Merging into a joint venture	2%

What measures did your company have to take due to the COVID-19 crisis?	
Reduced workforce through layoffs	14%
Reduced workforce through furloughs	23%
Reduced employee hours	18%
Reduced employee hours but maintained regular pay	45%
Revised company practices in accordance with social distancing	84%
Offered incentives to existing customers	9%
Offered incentives to new customers	4%
Offered payment assistance via payment plans	30%
Other (i.e. admin work from home, stopped charging interest, extra safety training, clean office twice daily, limiting customer access to office)	21%

Do you sell any other fuel or energy products?	
Heating Oil –Residential	65%
Heating Oil – Commercial	59%
Kerosene	38%
Gasoline	41%
Diesel	53%
Other	6%

# Gray, Gray & Gray Propane Survey Results 2020 - NORTHEAST REGION

What percentage of your gallons sold are automatic versus will-call customers?

Automatic delivery	73%
Will-call delivery	27%

What was your average margin for sales during the heating season that just ended?

Propane - Residential	\$1.44 per gallon
Propane - Commercial	\$0.78 per gallon

What was your average margin on the following for propane gallons sold during the heating season that just ended?

Grills	\$3.00 per gallon
Pool Heaters	\$1.79 per gallon
Autogas	\$0.66 per gallon
Agricultur	\$0.66 per gallon
Home Use (cooking, laundry)	\$3.13 per gallon

What percentage of active customers use a budget plan? 20%

What percentage of active customers use a price protection plan? 28%

What is the average number of deliveries that your drivers made in the last 12 months? 3,299

What is your company's average gallons per stop?

Residential	151 gallons
Commercial	401 gallons

What is your average customer tank size?

Residential	258 gallons
Commercial	586 gallons

What percentage of customer propane tanks do you own?

Above ground	88%
Underground	52%

Do you charge annual rental fees for customer propane tanks?

Yes	60%
No	40%

If "yes," how much do you charge? \$100.06 (avg.)

Do you charge a minimal use fee for propane tanks?

Yes	39%
No	61%

If "yes," how much do you charge? \$115.08 (avg.)

Do you charge a delivery fee to customers?

Yes	29%
No	71%

If "yes," how much do you charge? \$8.80 (avg.)

How many customers have a multi-year contract on propane tanks?

For Above ground tanks	54%
How long is the average contract? 3 years	
For Underground tanks	37%
How long is the average contract? 6 years	

What is the average renewal price you charge for a service contract (on heating equipment)? \$259.75

What is the average hourly labor rate you charge for service?

Propane	\$107.90 per hour
Air Conditioning	\$129.21 per hour
Plumbing	\$123.00 per hour
Pipeline Gas	\$115.70 per hour
Other	\$125.00 per hour

How many total service calls were made last year? 2,641

Please indicate how many of each of the following types of vehicles are in your fleet?

Bobtails	21%
Service vehicles	35%
Transports	11%
Other	33%

If your PROPANE customer list grew last year, to what do you most attribute the increase?

Better or more effective marketing	37%
An acquisition	3%
Better use of the internet or e-commerce	23%
Other	37%

(i.e. word of mouth, reputation, better service, competitive pricing, no contracts)

# Gray, Gray & Gray Propane Survey Results 2020 - SOUTH REGION

Total number of employees	86
Number of service technicians (full-time equivalent)	16
Number of delivery drivers (full-time equivalent)	27
How many gallons did you sell during the heating season that just ended?	
Propane - Residential	1,422,987
Propane - Commercial	527,127

What is the HOURLY rate you pay?	
Delivery Drivers	\$20.94 per hour
Dispatchers	\$22.30 per hour
Customer Service Representatives	\$17.07 per hour
Accounts Payable/Receivable Staff	\$20.74 per hour
IT/HR Manager	\$30.58 per hour
Service Technicians	\$22.08 per hour
Service Manager	\$32.26 per hour
Controller/Accounting Manager	\$39.61 per hour
General Manager	\$44.04 per hour
Operations Manager	\$40.16 per hour
Office Manager	\$26.86 per hour
Sales Manager	\$42.41 per hour

How much do you pay a salesperson for a new account?	
	\$225 per new account

What are you doing to retain employees?	
Raising wages	68%
Converting hourly employees to salaried	9%
Improving benefits	50%
Paying bonuses	77%
Deferred compensation plan	5%
Other (i.e. retirement account, flexible hours)	18%

If you lost customers last year, to what do you most attribute their leaving?	
Lost to competitor with lower prices	40%
Lost to gas conversion	25%
Lost due to other reasons (i.e. moved, changed heat source, oil competitors)	35%

When did you last install new fuel/propane management software?	
Within the last year	22%
Less than 5 years ago	17%
Less than 10 years ago	22%
More than 10 years ago	39%

How are you protecting your business against a cyberattack and data loss?	
Encrypted cloud-based data storage	74%
Anti-malware software/Endpoint protection	61%
Secure data backup for disaster recovery & business continuity	78%
Written information security plan (WISP)	26%
Staff training	52%
Cybersecurity insurance	22%

Are you considering any of the following? (Check all applicable)	
Acquiring a company	35%
Selling your company	9%
Transitioning to the next generation	30%
Conducting a business valuation	26%
Developing a new bulk plant	35%
Upgrading a bulk plant	26%
Converting to flat rate billing	4%
Retiring	17%
Merging into a joint venture	4%

What measures did your company have to take due to the COVID-19 crisis?	
Reduced workforce through layoffs	5%
Reduced employee hours	24%
Reduced employee hours but maintained regular pay	43%
Revised company practices in accordance with social distancing	86%
Offered incentives to existing customers	5%
Offered incentives to new customers	5%
Offered payment assistance via payment plans	38%
Other (i.e. offered telework for office staff, did not charge late fees, offered COVID hourly increase for field employees)	24%

Do you sell any other fuel or energy products?	
Heating Oil –Residential	9%
Heating Oil – Commercial	9%
Kerosene	9%
Gasoline	9%
Diesel	9%

What percentage of your gallons sold are automatic versus will-call customers?	
Automatic delivery	75%
Will-call delivery	25%

# Gray, Gray & Gray Propane Survey Results 2020 - SOUTH REGION

What was your average margin for sales during the heating season that just ended?

Propane - Residential	\$1.63 per gallon
Propane - Commercial	\$0.64 per gallon

What was your average margin on the following for propane gallons sold during the heating season that just ended?

Grills	\$3.50 per gallon
Pool Heaters	\$1.64 per gallon
Autogas	\$0.50 per gallon
Agriculture	\$0.66 per gallon
Home Use (cooking, laundry)	\$1.69 per gallon

What percentage of active customers use a budget plan? 19%

What percentage of active customers use a price protection plan? 31%

What is the average number of deliveries that your drivers made in the last 12 months? 2,126

What is your company's average gallons per stop?  
 Residential 183 gallons  
 Commercial 394 gallons

What is your average customer tank size?  
 Residential 238 gallons  
 Commercial 509 gallons

What percentage of customer propane tanks do you own?  
 Above ground 73%  
 Underground 59%

Do you charge annual rental fees for customer propane tanks?  
 Yes 91%  
 No 9%  
 If "yes," how much do you charge? \$74.10 (avg.)

Do you charge a minimal use fee for propane tanks?  
 Yes 50%  
 No 50%  
 If "yes," how much do you charge? \$66.60 (avg.)

Do you charge a delivery fee to customers?  
 Yes 70%  
 No 30%  
 If "yes," how much do you charge? \$11.17 (avg.)

How many customers have a multi-year contract on propane tanks?

For Above ground tanks 56%  
 How long is the average contract? 3 years

For Underground tanks 63%  
 How long is the average contract? 6 years

What is the average renewal price you charge for a service contract (on heating equipment)? \$149

What is the average hourly labor rate you charge for service?  
 Propane \$77.40 per hour  
 Air Conditioning \$97.00 per hour  
 Plumbing \$50.00 per hour  
 Pipeline Gas \$70.00 per hour

How many total service calls were made last year? 1,758

Please indicate how many of each of the following types of vehicles are in your fleet?  
 Bobtails 26%  
 Service vehicles 28%  
 Transports 6%  
 Other 40%

If your PROPANE customer list grew last year, to what do you most attribute the increase?  
 Better or more effective marketing 55%  
 Better use of the internet or e-commerce 9%  
 Other 36%  
 (i.e. word of mouth, reputation, better service, competitive pricing, new construction, high building area)

# Gray, Gray & Gray Propane Survey Results 2020 - MIDWEST REGION

Total number of employees:	40
Number of service technicians (full-time equivalent)	6
Number of delivery drivers (full-time equivalent)	15

How many gallons did you sell during the heating season that just ended?	
Propane - Residential	1,579,842
Propane - Commercial	403,090

What is the HOURLY rate you pay?	
Delivery Drivers	\$22.04 per hour
Dispatchers	\$21.50 per hour
Customer Service Representatives	\$16.81 per hour
Accounts Payable/Receivable Staff	\$18.38 per hour
IT/HR Manager	\$34.50 per hour
Service Technicians	\$22.71 per hour
Service Manager	\$26.51 per hour
Controller/Accounting Manager	\$48.25 per hour
General Manager	\$36.63 per hour
Operations Manager	\$29.72 per hour
Office Manager	\$21.73 per hour
Sales Manager	\$42.50 per hour

How much do you pay a salesperson for a new account?	
	\$183.33 per new account

What are you doing to retain employees?	
Raising wages	72%
Converting hourly employees to salaried	7%
Improving benefits	34%
Paying bonuses	41%
Deferred compensation plan	7%
Other (i.e. retirement account, flexible hours)	21%

If you lost customers last year, to what do you most attribute their leaving?	
Lost to competitor with lower prices	59%
Lost to gas conversion	17%
Lost due to other reasons (i.e. moved/died, oil competitors, heat pumps, electric forklifts, switch to electricity)	24%

When did you last install new fuel/propane management software?	
Within the last year	10%
Less than 5 years ago	20%
Less than 10 years ago	10%
More than 10 years ago	60%

How are you protecting your business against a cyberattack and data loss?	
Encrypted cloud-based data storage	30%
Anti-malware software/Endpoint protection	59%
Secure data backup for disaster recovery & business continuity	70%
Written information security plan (WISP)	22%
Staff training	44%
Cybersecurity insurance	33%
Other (i.e. off-site managed IT, encrypted phones, firewall)	7%

Are you considering any of the following?	
Acquiring a company	44%
Selling your company	44%
Transitioning to the next generation	33%
Conducting a business valuation	11%
Refinancing	11%
Developing a new bulk plant	33%
Upgrading a bulk plant	28%
Converting to an S Corporation	6%
Retiring	28%
Merging into a joint venture	6%

What measures did your company have to take due to the COVID-19 crisis?	
Reduced workforce through furloughs	4%
Reduced employee hours	16%
Reduced employee hours but maintained regular pay	32%
Revised company practices in accordance with social distancing:	44%
Offered payment assistance via payment plans	4%
Other (i.e. admin work from home, stopped charging interest, limiting customer access to office)	36%

# Gray, Gray & Gray Propane Survey Results 2020 - MIDWEST REGION

Do you sell any other fuel or energy products?	
Heating Oil –Residential	38%
Heating Oil – Commercial	23%
Kerosene	15%
Gasoline	38%
Diesel	23%

What percentage of your gallons sold are automatic versus will-call customers?	
Automatic delivery	75%
Will-call delivery	25%

What was your average margin for sales during the heating season that just ended?	
Propane - Residential	\$0.74 per gallon
Propane - Commercial	\$0.58 per gallon

What was your average margin on the following for propane gallons sold during the heating season that just ended?	
Grills	\$2.53 per gallon
Pool Heaters	\$0.96 per gallon
Autogas	\$1.45 per gallon
Agriculture	\$0.43 per gallon
Home Use (cooking, laundry)	\$0.81 per gallon

What percentage of active customers use a budget plan? 22%

What percentage of active customers use a price protection plan? 43%

What is the average number of deliveries that your drivers made in the last 12 months? 3,466

What is your company's average gallons per stop?  
Residential 264 gallons  
Commercial 638 gallons

What is your average customer tank size?  
Residential 519 gallons  
Commercial 967 gallons

What percentage of customer propane tanks do you own?  
Above ground 82%  
Underground 1%

Do you charge annual rental fees for customer propane tanks?  
Yes 57%  
No 43%  
If "yes," how much do you charge? \$79.38 (avg.)

Do you charge a minimal use fee for propane tanks?  
Yes 60%  
No 40%  
If "yes," how much do you charge? \$64.44 (avg.)

Do you charge a delivery fee to customers?  
No 100%

How many customers have a multi-year contract on propane tanks?  
For Above ground tanks 64%  
How long is the average contract? 4.5 years

What is the average renewal price you charge for a service contract (on heating equipment)? N/A

What is the average hourly labor rate you charge for service?  
Propane \$66.10 per hour  
Air Conditioning \$85.00 per hour  
Pipeline Gas \$85.00 per hour  
Other \$50.00 per hour

How many total service calls were made last year? 262

Please indicate how many of each of the following types of vehicles are in your fleet?  
Bobtails 42%  
Service vehicles: 22%  
Transports 13%  
Other 23%

If your PROPANE customer list grew last year, to what do you most attribute the increase?  
Better or more effective marketing 36%  
Other 64%  
(i.e. word of mouth, reputation, better service, competitive pricing, no contracts)

# Gray, Gray & Gray Propane Survey Results 2020 - WEST REGION

Total number of employees	42
Number of service technicians (full-time equivalent)	6
Number of delivery drivers (full-time equivalent)	15
How many gallons did you sell during the heating season that just ended?	
Propane - Residential	921,002
Propane - Commercial	289,874

What is the HOURLY rate you pay?	
Delivery Drivers	\$21.48 per hour
Dispatchers	\$22.34 per hour
Customer Service Representatives	\$17.43 per hour
Accounts Payable/Receivable Staff	\$20.56 per hour
IT/HR Manager	\$28.67 per hour
Service Technicians	\$23.21 per hour
Service Manager	\$30.05 per hour
Controller/Accounting Manager	\$31.67 per hour
General Manager	\$44.32 per hour
Operations Manager	\$30.40 per hour
Office Manager	\$26.45 per hour
Sales Manager	\$37.50 per hour

How much do you pay a salesperson for a new account?	
	\$143.75 per new account

What are you doing to retain employees?	
Raising wages	59%
Converting hourly employees to salaried	12%
Improving benefits	53%
Paying bonuses	41%
Deferred compensation plan	12%
Other (i.e. flexible hours, profit sharing)	18%

If you lost customers last year, to what do you most attribute their leaving?	
Lost to competitor with similar pricing	13%
Lost to competitor with lower prices	53%
Lost to gas conversion	13%
Lost due to other reasons (i.e. moved/died, oil competitors)	20%

When did you last install new fuel/propane management software?	
Within the last year	53%
Less than 5 years ago	20%
Less than 10 years ago	20%
More than 10 years ago	7%

How are you protecting your business against a cyberattack and data loss?	
Encrypted cloud-based data storage	50%
Anti-malware software/Endpoint protection	75%
Secure data backup for disaster recovery & business continuity	75%
Written information security plan (WISP)	19%
Staff training	44%
Cybersecurity insurance	50%
Other (i.e. off-site managed IT, encrypted phones, firewall)	6%

Are you considering any of the following?	
Acquiring a company	18%
Selling your company	27%
Transitioning to the next generation	45%
Conducting a business valuation	18%
Developing a new bulk plant	45%
Upgrading a bulk plant	36%
Converting to flat rate billing	9%
Retiring	18%

What measures did your company have to take due to the COVID-19 crisis?	
Reduced workforce through furloughs	13%
Reduced employee hours	13%
Reduced employee hours but maintained regular pay	7%
Revised company practices in accordance with social distancing	87%
Offered payment assistance via payment plans	27%
Other	7%

Do you sell any other fuel or energy products?	
Heating Oil –Residential	17%
Kerosene	33%
Gasoline	17%
Diesel	17%

What percentage of your gallons sold are automatic versus will-call customers?	
Automatic delivery	43%
Will-call delivery	57%

What was your average margin for sales during the heating season that just ended?	
Propane - Residential	\$1.04 per gallon
Propane - Commercial	\$0.72 per gallon

# Gray, Gray & Gray Propane Survey Results 2020 - WEST REGION

What was your average margin on the following for propane gallons sold during the heating season that just ended?

Grills	\$1.38 per gallon
Pool Heaters	\$0.30 per gallon
Autogas	\$0.30 per gallon
Agriculture	\$0.25 per gallon
Home Use (cooking, laundry)	\$0.74 per gallon

What percentage of active customers use a budget plan? 12%

What percentage of active customers use a price protection plan? 21%

What is the average number of deliveries that your drivers made in the last 12 months? 2,658

What is your company's average gallons per stop?  
 Residential 190 gallons  
 Commercial 648 gallons

What is your average customer tank size?  
 Residential 266 gallons  
 Commercial 673 gallons

What percentage of customer propane tanks do you own?  
 Above ground 71%  
 Underground 52%

Do you charge annual rental fees for customer propane tanks?  
 Yes 100%  
 If "yes," how much do you charge? \$55.00 (avg.)

Do you charge a minimal use fee for propane tanks?  
 No 100%

Do you charge a delivery fee to customers?  
 Yes 14%  
 No 86%  
 If "yes," how much do you charge? \$10.00 (avg.)

How many customers have a multi-year contract on propane tanks?  
 For Above ground tanks 15%  
 How long is the average contract? 1 years  
 For Underground tanks 5%  
 How long is the average contract? 15 years

What is the average hourly labor rate you charge for service?

Propane	\$90.00 per hour
Air Conditioning	\$75.00 per hour
Plumbing	\$75.00 per hour
Pipeline Gas	\$87.50 per hour
Other	\$85.00 per hour

How many total service calls were made last year? 264

Please indicate how many of each of the following types of vehicles are in your fleet?

Bobtails	39%
Service vehicles	23%
Transports	14%
Other	24%

If your PROPANE customer list grew last year, to what do you most attribute the increase?

Better or more effective marketing	29%
Better use of the internet or e-commerce	14%
Other (i.e. word of mouth, better service)	57%

For 75 years, Gray, Gray & Gray has been the nation's premier accounting and business advisory firm for propane marketers. No other accounting or consulting firm has such intimate experience and expertise in the field. We serve the tax, accounting and business management needs of the energy industry, including some of the leading propane and fuel oil dealers in the country.

More than any other accounting and business advisory firm, Gray, Gray & Gray is solidly linked to building success for energy companies. Among our services for propane marketers are:

- **Annual Survey** – Annual "snapshot" of the industry to assist propane and fuel oil companies with benchmarking and strategic business planning
- **FuelExchange™** – Merger & acquisition service for the propane industry
- **Accounting Systems** – Enterprise and cloud-based accounting and financial management systems
- **Strategic Business Planning** – Formulate business plans and advise on key management decisions
- **Outsourced Accounting** – Our Client Accounting & Advisory Service provides accessible support for financial and business operations
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