WHITE PAPER

CUSTOMER CASE STUDY · COMPLETE KPI MANAGEMENT

Retiring the legacy system. And the spreadsheets.

How a large Florida school nutrition department replaced an antiquated finance system — and the stack of manual reports propping it up — with one real-time KPI platform, custom-built to fit how the district actually operates across 65 schools.

State
Florida

Operation
~65 schools · ~36,500 students

Relationship
Active at-scale deployment

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STATE	SCHOOLS	ENROLLMENT	STATUS
Florida	**~65**	**~36,500**	**Active**
K-12 school district	Large multi-site	Students served daily	At-scale deployment

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EXECUTIVE SUMMARY

At scale, a school nutrition program lives or dies by its key performance indicators — meals per labor hour, income and expense per meal equivalent, profitability, and a current profit-and-loss statement, all measured site by site. When the system meant to produce those numbers is outdated, the work falls to spreadsheets and manual reports rebuilt by hand every month, an approach that does not scale and does not stay current.

This case study examines how a large Florida district with roughly 65 schools and 36,500 students retired both its antiquated legacy finance system *and* the stack of spreadsheets around it, replacing them with **FIG Finance** as a single real-time KPI platform. FIG delivers automatic monthly KPI report cards for every site, live labor and per-MEQ economics, and a continuously current P&L — and because the district's operation is specific, FIG built custom capabilities (à-la-carte MEQ handling, site-eligibility logic) so the numbers reflect exactly how the district runs. The platform is in active use across all 65 schools.

BACKGROUND · 01

KPIs are how you run nutrition at scale

A handful of metrics tell a nutrition director whether the program is healthy. Meals per labor hour (MPLH) measures workforce productivity — the single largest controllable cost in food service. Income and expense per meal equivalent (MEQ) normalize revenue and cost across the wildly different meal types a school serves, making sites comparable on an apples-to-apples basis. Profitability and a real-time profit-and-loss statement tie it all together. Together these KPIs are the dashboard of the enterprise.

At the scale of a 65-school district, these numbers cannot be a once-a-year exercise. Each site is effectively its own kitchen with its own labor, its own meal counts, and its own economics, and managers need to know how their site is performing in time to do something about it. The director, meanwhile, needs to compare sites, identify outliers, and direct attention where it will matter most — every month, not every audit cycle.

That cadence is precisely what an aging finance system cannot sustain. As the legacy tool falls behind, the gap is filled with spreadsheets: exports stitched together, formulas rebuilt, report cards assembled by hand. The process consumes scarce staff time, introduces errors, and is always a step behind the operation it is supposed to measure.

THE CHALLENGE · 02

An aging system propped up by spreadsheets

The Florida district profiled here had reached exactly that breaking point. Its legacy finance system no longer kept up with the demands of a 65-school operation, so the team rebuilt KPIs and the P&L by hand every month in a stack of spreadsheets and manual reports. The specific problems compounded one another:

- **A legacy system past its limits.** The existing finance tool could not deliver real-time, site-level KPIs at the district's scale.
- **Spreadsheet dependency.** KPIs and P&L were rebuilt manually each month — slow, labor-intensive, and error-prone.
- **No timely site report cards.** Managers across 65 sites lacked a consistent, current view of their own performance.
- **A generic fit.** Off-the-shelf tools could not model the district's specific realities, such as à-la-carte MEQ treatment and site-eligibility nuances.

> **THE CORE PROBLEM**
>
> The district was running a 65-school enterprise on a system that could no longer keep up — and on the manual spreadsheets compensating for it. The numbers were always late, always laborious, and never quite fit the operation.

THE FIG FINANCE SOLUTION · 03

One real-time KPI platform — built to fit

The district replaced both the legacy system and the spreadsheets with FIG Finance as a single, real-time KPI platform. Rather than rebuilding the numbers each month, FIG generates them continuously and delivers them where they are needed — to the director for comparison and to each site manager as a report card.

Replaces the legacy system

One modern platform instead of a tool that no longer keeps up — and the workarounds built around it.

Retires the spreadsheets

KPIs and P&L are generated automatically — not rebuilt by hand each month.

Custom development

Features built specifically for the district — à-la-carte MEQ, site-eligibility handling — so the system fits the operation.

Complete KPI suite

MPLH, income & expense per MEQ, profitability, live P&L — plus per-site monthly report cards for managers.

A. A report card for every site

FIG automatically generates a monthly KPI report card for each of the district's sites — covering average daily participation, MPLH, income and expense, and net result. What once required manual assembly now arrives consistently and on time, giving every manager a current, comparable view of their own kitchen and giving the director a leaderboard across all 65.

B. The full KPI suite, live

Beyond the report cards, FIG maintains the complete KPI suite in real time: meals per labor hour and labor cost, income and expense per meal equivalent, profitability, and a continuously current P&L. The director can rank sites, spot outliers, and act within the month rather than after it.

CUSTOM DEVELOPMENT & SCALE · 04

The system fits the district, not the reverse

What distinguishes this engagement is that FIG did not ask the district to conform to generic software. Because the operation has specific characteristics, FIG built custom capabilities to match — including à-la-carte MEQ handling and site-eligibility logic — so

that every KPI reflects how the district actually runs rather than a vendor's assumptions about how it should.

That fit matters most at scale. Across 65 schools and 36,500 students, small modeling inaccuracies multiply into misleading comparisons and misdirected attention. By tailoring the meal-equivalent and eligibility treatment to the district's reality, FIG ensures that a site flagged as an outlier truly is one — and that the leaderboard the director acts on is trustworthy.

WHY FIT BEATS FEATURES

At 65 sites, a KPI that is computed the wrong way is worse than no KPI at all — it sends attention to the wrong kitchens. Custom modeling makes the numbers actionable.

RESULTS & OUTCOMES · 05

Real-time KPIs across a large district

By consolidating onto FIG Finance, the district retired its legacy system and its spreadsheet workarounds in a single move, and gained a real-time KPI operation that scales to all 65 schools.

~65
Sites with automatic monthly report cards

2→1
Legacy system + spreadsheets, replaced

Custom
À-la-carte MEQ & site eligibility, built to fit

Live
P&L, MPLH & per-MEQ cost at scale

DIMENSION	BEFORE FIG FINANCE	WITH FIG FINANCE
Core system	Antiquated legacy finance tool	One modern real-time KPI platform
Monthly reporting	Spreadsheets rebuilt by hand	KPIs and P&L generated automatically
Site report cards	Inconsistent or absent	Automatic monthly card for every site
Fit to operation	Generic, off-the-shelf assumptions	Custom MEQ & eligibility modeling

DIMENSION	BEFORE FIG FINANCE	WITH FIG FINANCE
Scale	Strained at 65 sites	Real-time across all 65 sites

The district now operates with a current, trustworthy KPI dashboard at every level — manager, site, and district — replacing a process that was once manual, late, and generic with one that is automatic, real-time, and tailored.

WHY IT MATTERS · 06

Measurement at the speed of the operation

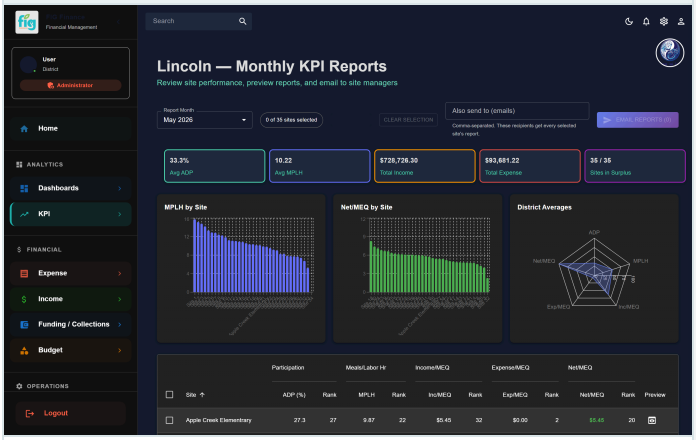
A KPI is only useful if it arrives in time to change a decision. Monthly report cards rebuilt by hand are, almost by definition, too late — they describe a period that has already closed. By generating KPIs automatically and continuously, FIG Finance moves measurement to the speed of the operation, so managers and directors act on the current month rather than reconstructing the last one.

Retiring the spreadsheets also returns scarce staff capacity to the program. The hours once spent assembling reports become hours spent improving the kitchens those reports describe. And because the modeling is custom-fit, the district can trust the comparisons it draws across 65 sites — which, at this scale, is the difference between focused improvement and wasted effort.

INSIDE THE PLATFORM

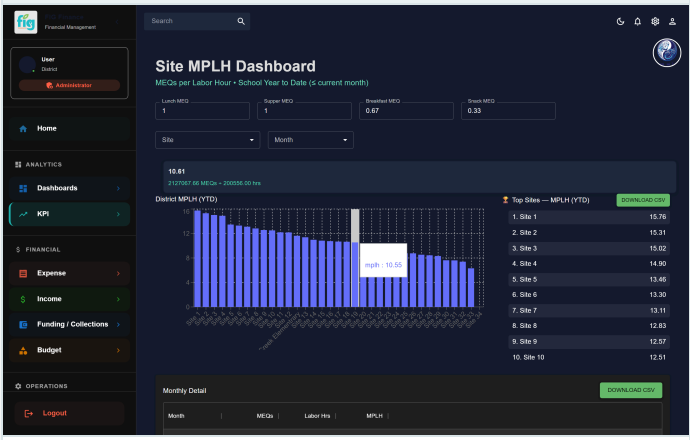
A KPI report card for every site

FIG Finance · Monthly KPI Reports



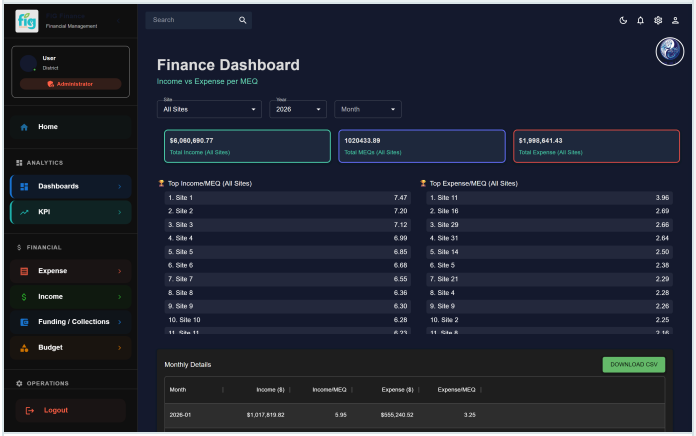
Monthly KPI reports — ADP, MPLH, income & expense, and net — per site.

FIG Finance · MPLH Leaderboard



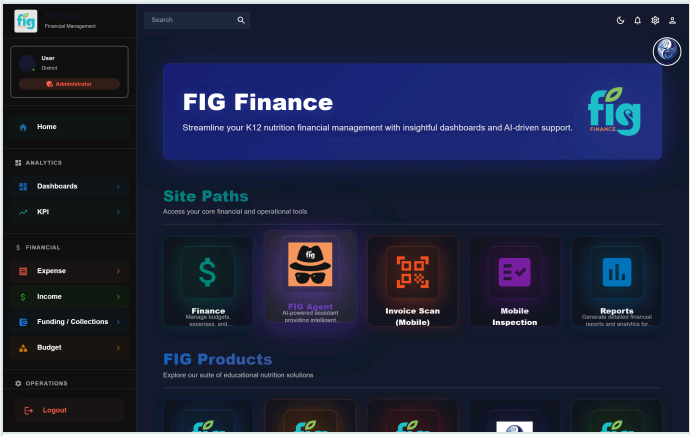
MPLH dashboard — labor performance ranked across every site.

FIG Finance · Income & Expense / MEQ



Per-MEQ economics — income and expense per meal equivalent.

FIG Finance · Real-time P&L



Real-time P&L — live profitability across the district.

CONCLUSION

One platform, the whole district

This Florida district shows what it takes to run nutrition KPIs at scale: not a faster spreadsheet, but a real-time platform that retires both the legacy system and the manual reporting around it — and that is modeled to fit the district's actual operation. With automatic monthly report cards for all 65 sites and a live KPI suite from manager to district level, the department measures at the speed of its operation and acts while it still can.

KEY TAKEAWAYS

- **Replace both layers.** The legacy system *and* the spreadsheets propping it up were retired together.
- **Report cards, automatically.** Every one of 65 sites gets a current monthly KPI card without manual assembly.
- **Fit beats features.** Custom MEQ and eligibility modeling make the numbers trustworthy at scale.
- **Measure in time to act.** Real-time KPIs move decisions into the current month, not the next audit.

ABOUT FIG FINANCE

The Middle of the House for K-12 nutrition.

FIG Finance replaces legacy systems and spreadsheets with one real-time KPI platform — labor, income, and expense, by site — custom-built to fit how each district operates.

Anonymized customer story. District kept anonymous (state shown only); figures rounded and illustrative; no identifying details or real contacts. © 2026 FIG Finance.