VDOE Office of School Nutrition
2019 Fall Regional Meeting
Team Nutrition Training Activity

Data-Driven Decision Making with Key Performance Indicators

Category: Meal Counts and Participation

Key Performance Indicator (KPI) 1: Meal Equivalent (MEQ)

Meal Category	No. Meals Sold	Conversion factor	MEQ
Student breakfast	3,129	×	
Student lunch	6,675	×	
Adult lunch	312	×	
Snacks	2,231	×	
Non-program food sales	$900	÷ ($3.43 + 0.2375)	
TOTAL MEQ			

KPI 2: Average Daily Participation (ADP)

Meal Type	No. Meals Sold	No. Operating Days	ADP	Average Daily Attendance	ADP Rate (%)	Industry Standard
Student breakfast		÷				35%
Student lunch		÷				75%

Category: Financial and Inventory Management

KPI: Revenue per MEQ

Revenue Source	**Amount**
Student meal sales	$15,300
Adult meal sales	$1,000
Non-program food sales	$900
Contract meal sales	$400
Interest	$100
State sources	$1,000
Federal sources	$21,600
Total Revenue	**$**
Total MEQ	
TOTAL REVENUE per MEQ	**$**

KPI: Cost per MEQ

Expenditure (Cost) Source	**Amount**
Salaries/Wages	$6,800
Employee Benefits	$7,000
Purchased Services	$200
Property Services	$300
Purchased Food/USDA Foods	$17,400
Supplies	$1,800
Miscellaneous	$300
Capital Assets	$0
Indirect Costs	$600
Total Expenditure (Cost)	**$**
Total MEQ	
TOTAL COST per MEQ	**$**

Revenue per MEQ – Cost per MEQ = Profit or loss per MEQ?

Category: Productivity and Labor

KPI: Meals per Labor Hour (MPLH)

School	No. Staff	Hours/Day	No. Operating Days	Total Staff Hours	Industry Standard
Elementary A		7			14-18 hrs.
Elementary B		5			14-18 hrs.
TOTAL		**12**			**N/A**

MPLH = Total MEQ ÷ Total Planned Productive Hours =

Is this division meeting industry standards?

To access the Institute of Child Nutrition (ICN) resource guide, Essential KPIs for School Nutrition Success, and the KPI Interactive Spreadsheet, visit: ***https://theicn.org/icn-resources-a-z/kpi***

Using Key Performance Indicators in Your School Nutrition Program

KPI's allow you to set standards for your school nutrition program, identify problem areas, and measure progress towards correcting those problems. KPI's can also be used to identify where resources should be invested to have the most positive impact. These tools help you evaluate the most critical aspects of your program's performance so you can maximize your successes and minimize weaknesses.

Meal Equivalent (MEQ)

The MEQ is a measure that allows you to convert all meal services, such as breakfast, lunch, snacks, and non-program sales, to the equivalent of one federally reimbursable student lunch. A federally reimbursable student lunch is the standard unit of measurement most often used to gauge the effectiveness and efficiency of your program. This number is also used to calculate other KPI's in your program, such as Revenue per MEQ, Cost per MEQ and Meals per Labor Hour. This number should be calculated weekly, monthly, and annually to obtain the most accurate picture of your program's operation.

Average Daily Participation (ADP)

ADP is the average number of student reimbursable meals served in a school nutrition program on a daily basis. Monitoring your program's ADP can help you forecast and determine your program's labor requirements and food or non-food purchasing projections. This helps you minimize waste and control costs. ADP can also be used to evaluate the popularity of menu options, assess productivity, gauge customer satisfaction, and identify participation goals for your program.

Revenue per MEQ

Revenue per MEQ measures the income received for each MEQ served. This value should be considered together with Cost per MEQ.

Cost per MEQ

Cost per MEQ measures the amount of money paid for each MEQ served. Balancing these two KPI's ensures that there are enough revenues to cover meal costs. With these two KPI's, trends and directions for improvement can be identified so that the best financial decisions are made.

Meals per Labor Hour (MPLH)

MPLH is the main measure of productivity and production efficiency for school nutrition programs. It measures the number of MEQs produced during every hour of labor. This allows you to forecast your budget for labor and determine appropriate staffing. If your MPLH is lower than industry standards, a SMART goal might be to increase participation by a certain percentage by the end of the school year or decrease your number of planned productive hours.