

FREE FRAMEWORK · FROM THE OPERATORS BEHIND APPIUS

The NEMT Scaling Framework

An operating system for a calm, profitable, sellable NEMT company.

Six components, one weekly rhythm, seven numbers. Written from more than ten years of running a profitable NEMT fleet. One page on each component, then a page to score your own company. The full chapters and their worksheets are free at appius.tech/nemt-scaling-framework.

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The daily loop

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Scoreboard

Appius

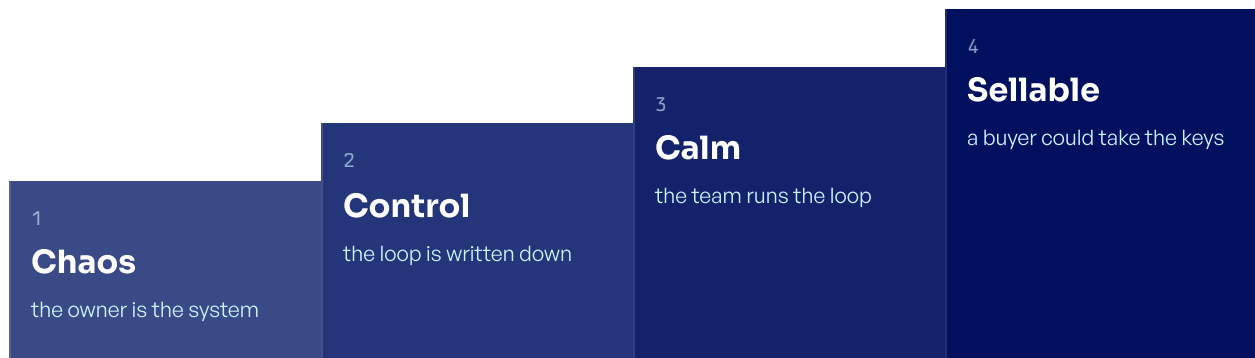
appius.tech/nemt-scaling-framework · October 2026

Six components, one page each.

In most NEMT companies the limit on growth is the owner. One person holds the schedule, the maintenance and the margin, and the company moves only as fast as they can. This framework breaks that job into six components. Each one repeats on a clock and has an owner other than you.

The ladder: Chaos to Sellable

Every NEMT company sits on one of these stages.



You climb one stage at a time, and you climb by fixing components. Find the one nobody owns, spend a quarter on it, and hand it over. That's the whole method.

Before the ladder: when cash is short

The ladder assumes you have a quarter to spend on a component. If the bank balance will not cover payroll a few weeks from now, you do not, and the order changes. Do these first, in this order.

01 Find every dollar that leaves

Bank and card statements, line by line, for the last three months. Anything nobody can explain stops until someone can.

02 Collect what you are owed

Call every account with an open balance. Move facilities to weekly payment from a card or bank account on file for the trips ahead.

03 Check driver pay against trips

Each driver's pay against the trips and hours they ran. A gap nobody can explain is often the largest leak in the company.

04 Talk to lenders before a missed payment

A deferral asked for early is a conversation. Asked for after a missed payment, it is much harder to get.

05 Arrange a bridge

Money you are already owed for trips you have run is the strongest thing you can borrow against.

Then put the cash line on your **Scoreboard** so the next shortfall shows up thirteen weeks ahead, and start climbing.

The operating rhythm

Four cadences, zooming out from the day in front of you to the quarter ahead. None of them are long meetings.

Daily

365×/yr

The loop that runs the business.

- Trips in
- Plan the day
- Run the day
- Get paid

Weekly

52×/yr

One scoreboard, thirty minutes.

- Scoreboard review
- The seven numbers
- Cash, thirteen weeks out

Monthly

12×/yr

Check the machine still runs.

- Fleet check
- A/R and payments by account
- Recruiting pipeline

Quarterly

4×/yr

Step back and steer.

- Per-account profitability
- Compliance calendar sweep
- Vision check

Vision

Where the business is going, in numbers someone other than you can act on.

A revenue target cannot tell you whether to take forty more trips a week, because it says nothing about whether those trips make money. Vision is three numbers and one question: the trips per day you are building toward, the margin you will not go below, the fleet that gets you there, and whether a buyer could run the company without you.

Turn the margin floor into a rule dispatch can apply without seeing your books: a minimum per loaded mile, built from your cost per mile. Then know your break-even week. Weekly fixed costs (insurance, office and software, vehicle loans, dispatcher and office payroll, and your own pay) divided by profit per trip gives the trips a week it takes to cover everything. Set the trips-per-day target well clear of it. A company that only breaks even when the owner works for free has not broken even.

UNMANAGED LOOKS LIKE

the target is a revenue number in the owner's head, and dispatch accepts trips by gut.

ASK YOURSELF

Can your dispatcher state this year's target? How many trips a week does it take to cover everything, including your own pay? If you were unreachable for two weeks, what would break?

The full chapter and its 2-page worksheet

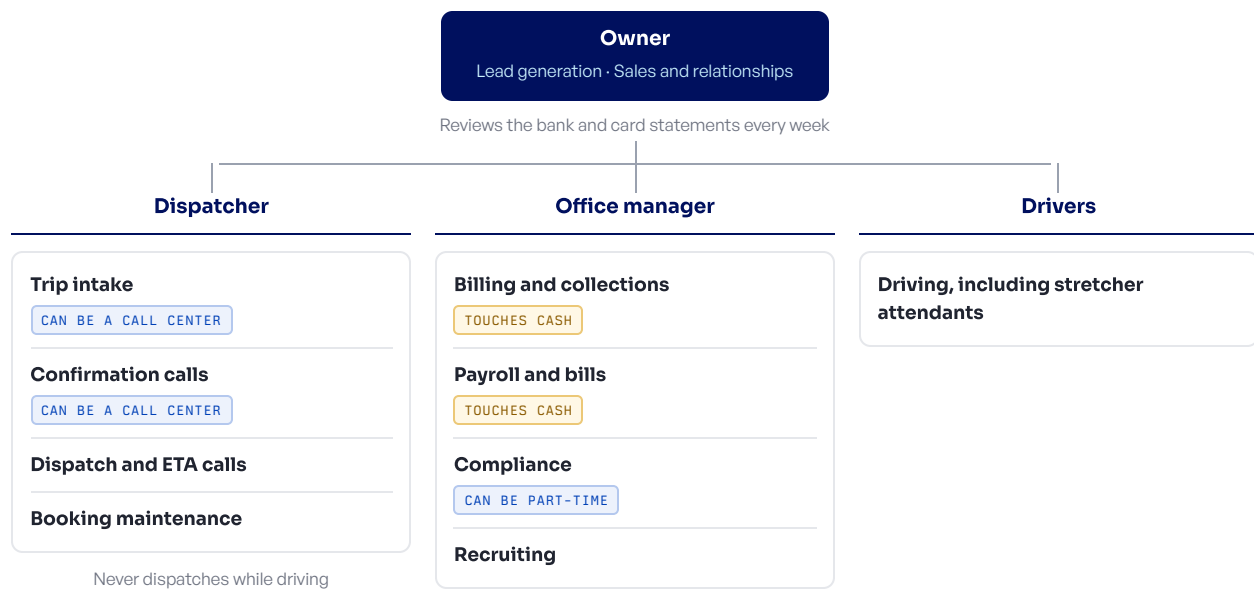
appius.tech/nemt-scaling-framework/vision

People

No position in the company should depend on what one person knows.

You do not need a person for every job to start. A small company can begin with four positions: the owner on sales and relationships; a dispatcher on intake, confirmation calls, dispatch and booking maintenance; an office manager on billing, payroll, compliance and recruiting; and the drivers. Give a job its own person when it starts slipping: calls going to voicemail in the morning rush, or claims no longer going out the same day.

Every position gets an SOP (standard operating procedure), written by the person who does the job and tested once a quarter by someone running a day from it. Name who follows each SOP in a sudden absence, usually the owner. Recruit before someone quits, and write the pay plan down, checking each driver's pay against the trips they ran before payroll goes out.



Every position needs a written SOP, and one name who can follow it if the person in it is suddenly out.

UNMANAGED LOOKS LIKE

hiring starts the day someone quits, billing lives in one person's head, and each driver's pay is whatever was agreed the day they started.

ASK YOURSELF

If your dispatcher gave notice today, could someone new run the day from what is written down? Does each driver's pay match the trips and hours they ran?

The full chapter and its 2-page worksheet

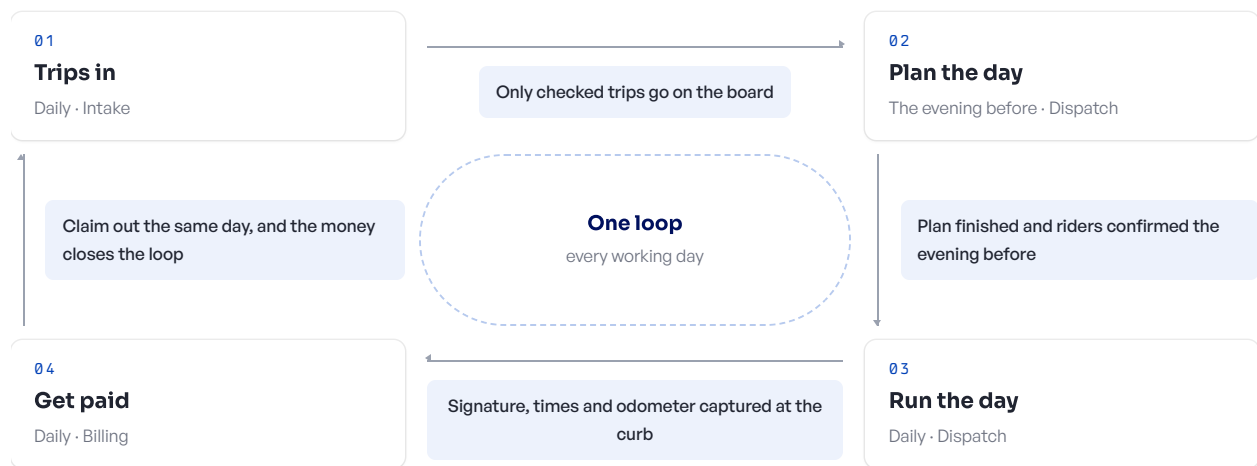
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The daily loop

Trips in, plan the day, run the day, get paid. One loop, every working day.

- **Trips in.** Every trip lands in one place and is checked before it goes on the board: authorized, clears your floor, fits the day.
- **Plan the day.** Finished the evening before, with every rider confirmed, and runnable by someone other than the person who built it.
- **Run the day.** Cancellations, call-outs, will-calls and no-shows each have a written default and a name against the decision.
- **Get paid.** The driver captures signature, times and odometer at the curb, and the trip is billed the same day.

A well-run day is boring. The cancelled run gets absorbed, and nobody raises their voice.



UNMANAGED LOOKS LIKE

the plan is rebuilt every morning, and billing happens in a month-end marathon with much of the resubmission window gone.

ASK YOURSELF

What time is tomorrow's plan finished? How many days pass between a trip completing and its claim going out?

The full chapter and its 2-page worksheet

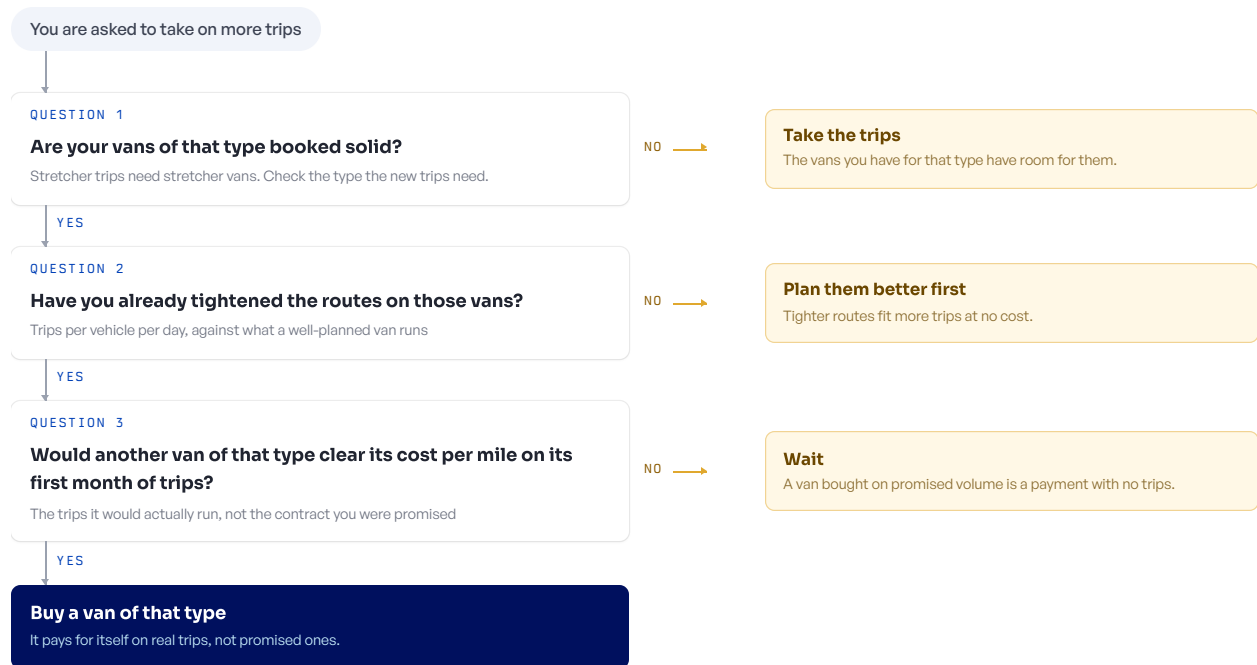
appius.tech/nemt-scaling-framework/daily-loop

Fleet and tools

Fleet decisions made with numbers instead of feel.

Start with cost per mile, per van: payment, insurance, fuel, maintenance, tires and registration over twelve months, divided by miles driven. It decides what an account is worth, what to charge for a private trip, and whether the next van pays for itself.

Count what can run tomorrow, not what is on the insurance policy. Keep spares against that count, book maintenance in your lightest block a quarter ahead, and put every credential, inspection and registration on one calendar with its own lead time. Before buying another van, ask three questions in order: are your vans of that type booked solid, have you already tightened their routes, and would another one clear its cost per mile on its first month of trips?



UNMANAGED LOOKS LIKE

maintenance happens when a van dies mid-route, and the next van gets bought on a promised contract.

ASK YOURSELF

What does each of your vans cost per mile?
How many mornings in the last six months started a driver short?

The full chapter and its 2-page worksheet

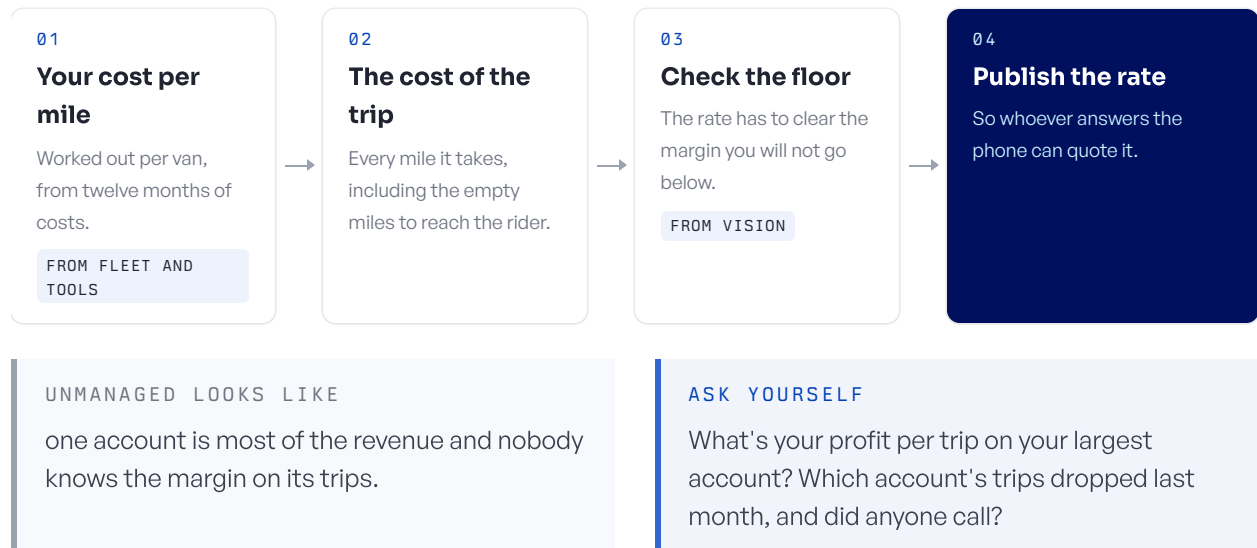
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Relationships

Knowing which accounts pay you properly, and moving more of your revenue to the ones that do.

Score every account on profit, not volume: trips, revenue, profit per trip, denial rate, days to payment, and paid against expected (what reached the bank against what you were owed, extras included). Your biggest account is rarely your best.

Split last month's revenue three ways: brokers, facilities and private pay. Broker trips are priced by someone else. Facilities you already serve are the easiest direct agreements to win, and they pay better and cancel less. Count each account's trips weekly so you notice when one goes quiet. Price private trips from your cost per mile and margin floor, publish the rate, and set terms when an account opens: a card or bank account on file, and direct deposit rather than checks.



The full chapter and its 2-page worksheet

appius.tech/nemt-scaling-framework/relationships

Scoreboard

Seven numbers and a cash line, read on the same day every week by the same people.

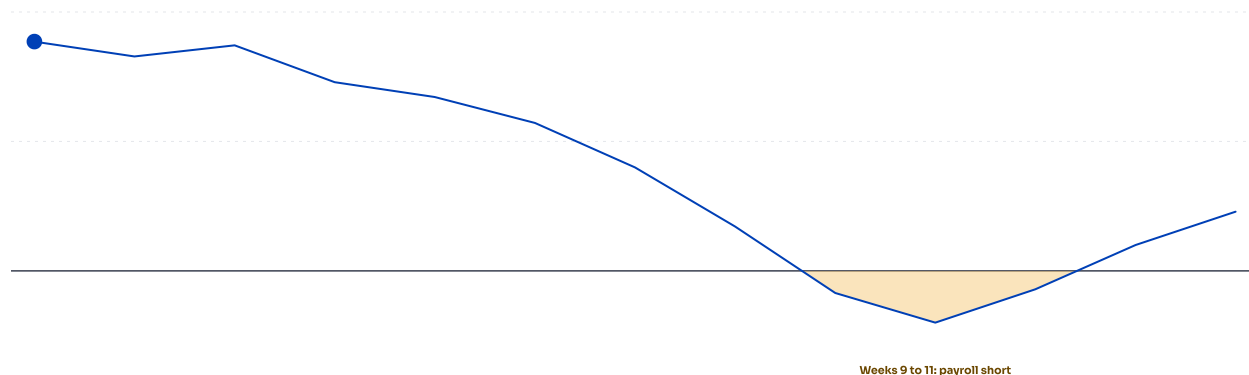
1. **Profit per trip** — revenue minus direct cost, per completed trip
2. **Profit per mile** — the number that catches deadhead bleeding
3. **Monthly margin** — the trend line that tells you if growth is working
4. **On-time performance** — measured the way your contracts measure it
5. **Deadhead percentage** — empty miles as a share of total miles
6. **Days to payment** — completed trip to cash in the bank
7. **Driver turnover** — the leading indicator for every other number

Beside the seven, keep a **cash line**: this week's bank balance projected thirteen weeks forward, payer by payer, minus payroll, fuel, insurance, loan payments and owner pay. A company can fail payroll while all seven look fine. Put **trips per week by payer** on the same page, so a drop shows the week it happens rather than in the bank a month later.

Review it in thirty minutes, same day every week. Read direction, pick the number that moved the wrong way, and leave with one name and one next step.

Cash in the bank, thirteen weeks forward

An example shape, not real figures.



THIS WEEK

13 WEEKS OUT

Any week below zero is a payroll you cannot make. Seen from this week, it is still eight weeks away, which is time to collect, talk to a lender or arrange a bridge.

UNMANAGED LOOKS LIKE

the accountant's P&L is the only scoreboard, and cash surprises arrive at payroll.

ASK YOURSELF

What was your profit per trip last week? Will you make payroll eight weeks from now?

The full chapter and its 2-page worksheet

appius.tech/nemt-scaling-framework/scoreboard

Where to start

For each component, read what a 10 looks like and score your company from 1 to 10 on how close it is today. Be honest; nobody else sees this page. Then circle the lowest score. That component is next quarter's work.

Component	What a 10 looks like	Score
01 Vision	Your dispatcher can state this year's target, and it sits well clear of break-even.	
02 People	Every position has a tested SOP and a name who covers it in a sudden absence.	
03 The daily loop	Tomorrow is planned and confirmed by the end of today, and claims go out the same day.	
04 Fleet and tools	You know each van's cost per mile, and nothing breaks down or expires by surprise.	
05 Relationships	You know profit per trip on every account, and no single account is most of your revenue.	
06 Scoreboard	The seven numbers and the cash line are read every week, and payroll is never a surprise.	

Next quarter

The component with the lowest score	
Who will own it, if not you	
Start date	
Score again on	

Then open that component's chapter at appius.tech/nemt-scaling-framework and print its worksheet.

AFTER THE SIX

Where software fits

You don't need software to run this. A whiteboard and a steady weekly rhythm carry the framework fine. But three of the six components belong in a system: the daily loop, the scoreboard, and the billing tail behind every trip.

That's the part we built. **Appius** lays out the day, reworks it when the 9am cancellations hit, and turns every finished trip into a clean claim and a live per-trip margin. The framework is free either way. Appius just keeps the loop and the scoreboard running when you step out of the room.

Whatever you run today, test it with one trip. Follow it from the moment it arrives to the moment it is billed, and count every time someone types something the system already had. Each retype is a place an error gets in, and those errors come back weeks later as denied claims or disputed invoices, after much of the time to fix them has gone.

Start a free trial on your own trips at appius.tech

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