

PROJECT PACKAGES — THE ARTIFACT CATALOG (SAMPLE)

Every Artifact, Worked: The Project Packages Catalog

Seventeen types of project artifact, each presented as a completed sample from one real matter — North Carolina's 1099 operationalization — with the teaching note that tells a buyer what the artifact is, when a project needs it, and what good looks like
Project Packages · Scaffolding Starter Kits · October 21, 2026

S A M P L E

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SAMPLE — THE CATALOG OF THE PRODUCT LINE; EVERY SAMPLE DRAWN FROM ONE REAL MATTER

How This Catalog Works

Every artifact type the Project Packages line offers is presented the same way: a one-page note — what it is, when a project needs it, what good looks like, and which package carries it — followed by a completed sample. All seventeen samples are drawn from a single real matter, the

North Carolina 1099 operationalization, so the catalog coheres the way a real project does: the charter's objectives become the WBS's packages, the WBS becomes the schedule, and the dashboard at the end reads the same work the charter opened. A catalog whose samples came from seventeen different subjects would teach seventeen disconnected lessons; this one teaches a system.

The flagship package — the NC 1099 Starter Kit — carries all seventeen types. Future packages in the line are composed from this same census; a package that omits a type says so on its face and says why.

#	Artifact type	Carried in	Sample drawn from
1	Project charter	Starter Kit, Part A	TY2026 season stand-up
2	Work breakdown structure	Starter Kit, Part B	Seven clusters, 21 packages
3	Schedule & Gantt	Starter Kit, Part C	Oct 2026 - Apr 2027 season
4	Milestone line	Starter Kit, Part C	M1-M10, three state classes
5	Swim-lane process map	Starter Kit, Part D	Map 1 — Intake
6	RACI	Starter Kit, Part E	Ten activities, six seats
7	Companion guide	Starter Kit, Part F	Guide 3 — Filing
8	Standard operating procedure	Starter Kit, Part G	SOP-04 — QC sampling
9	Training plan	Starter Kit, Part H	Six roles
10	Communications plan	Starter Kit, Part I	Six audiences
11	Risk register	Starter Kit, Part J	R-4, managed-care allocation
12	Decision log	Starter Kit, Part K	D-02, transmission route
13	Issue log	Starter Kit, Part L	I-01, I-02
14	Corrective action plan	Starter Kit, Part L	CAP-2026-01, against G-03
15	Checklist	Starter Kit, Part M	Checklist 3 — Filing day
16	Evidence register	Starter Kit, Part N	Ten instruments
17	Status dashboard & gauges	Starter Kit, Part O	Public-record grounding

Type 1 — Project Charter

SAMPLE — TYPE 1 OF 17

What it is. The one document that authorizes the project and bounds it: purpose, objectives, scope in and out, fixed constraints, success measures, signatures. **When a project needs it.** Always, first — work that starts without a charter discovers its scope in its first crisis. **What good looks like.** Objectives a reader can test, constraints named as fixed when they are fixed, and a purpose paragraph that says why in the record's own terms. **Carried in:** every package, as its opening part.

Sample — from the NC 1099 Starter Kit, Part A

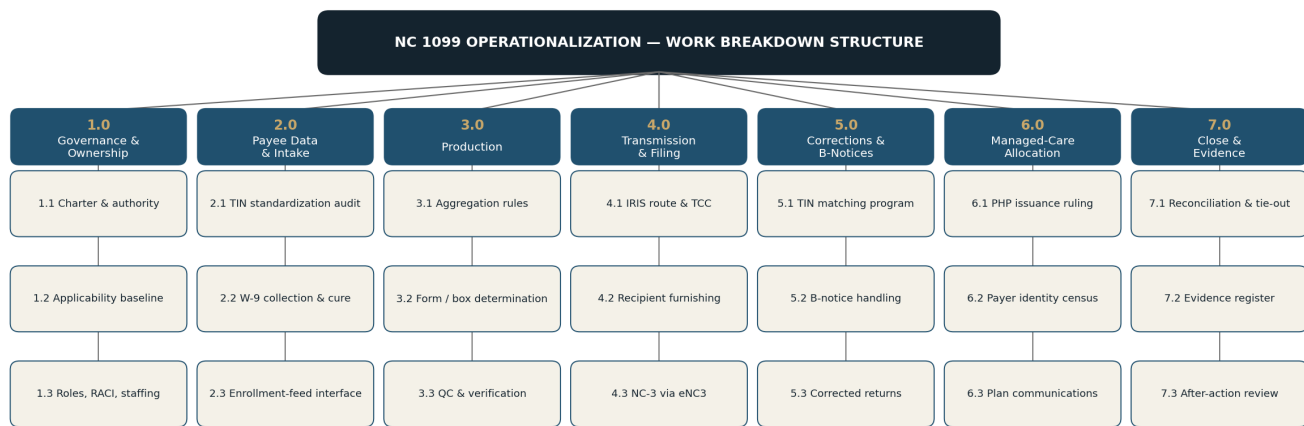
Purpose — the why	Tax year 2026 retires the FIRE transmission route and moves every filer to IRIS under its own transmitter control code. The vendor line's crossing is documented by the State Controller. The provider line's crossing is not documented anywhere in the public record: no named owner, no route, no form and box, no TIN-matching owner, and no rule for managed-care payments. This project stands up the provider-line operation — and hardens the vendor-line interface — before the season's fixed dates arrive.
Objective 1	A named accountable owner for provider 1099 production is seated and published internally (closes gap G-01).
Objective 2	The transmission route is ruled, the TCC position verified, and a test submission accepted in IRIS (closes G-03).
Fixed constraints	FIRE stops accepting returns November 19, 2026 · furnishing, 1099-NEC, and NC-3 due February 1, 2027 · 1099-MISC e-file closes March 31, 2027.

Type 2 — Work Breakdown Structure

SAMPLE — TYPE 2 OF 17

What it is. The whole work, decomposed into packages small enough to own, each with a deliverable and a done-when. **When a project needs it.** The moment scope is agreed — the WBS is where scope stops being a paragraph and becomes countable. **What good looks like.** Packages that produce things, not activities; a done-when a checker can evidence; 100% of the scope inside the tree and nothing outside it. **Carried in:** every package.

Sample — the kit's WBS chart, with three dictionary rows



The chart is the map; the dictionary beneath it in the kit gives every one of the 21 packages its deliverable and done-when.

WBS	Package	Deliverable	Done when
3.2	Form / box determination	Written determination of form and box for each provider payment class	Determination issued (G-06 closed) and loaded into production rules
4.1	IRIS route & TCC	Route ruling (D-02), TCC verification, accepted test submission	Test submission accepted in IRIS under the production TCC
6.1	PHP issuance ruling	Written allocation: who issues 1099s for plan-paid providers	Ruling issued (G-05 closed) before December 31, 2026

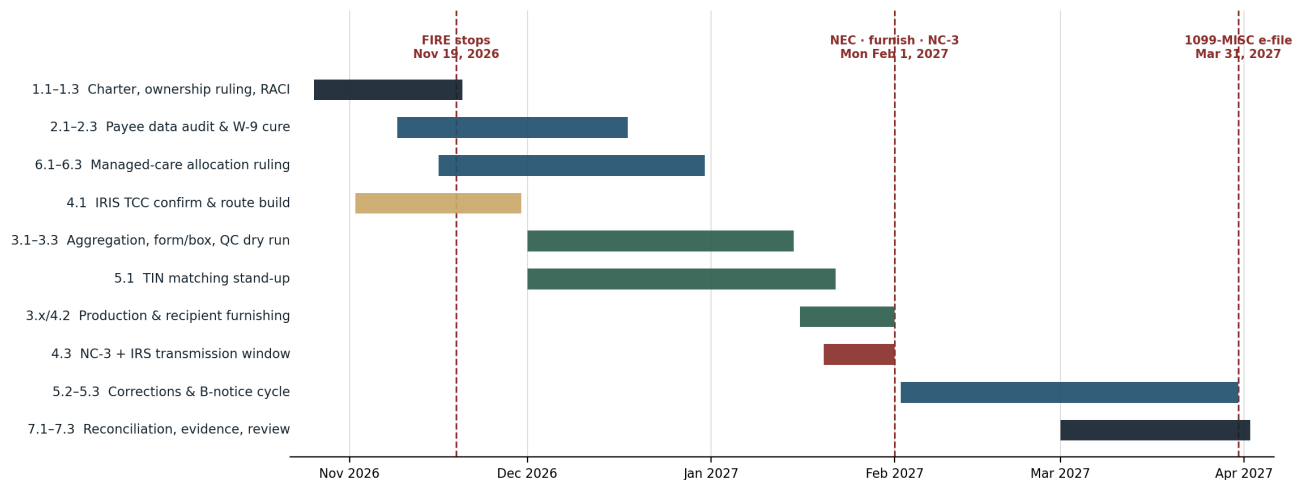
Type 3 — Schedule & Gantt

SAMPLE — TYPE 3 OF 17

What it is. The WBS laid against time, with the dates the project does not control drawn as what they are. **When a project needs it.** Whenever any deadline is external — which is to say, in every compliance season ever run. **What good looks like.** Built backwards from fixed dates; rulings sequenced before the work that consumes them; a corrections runway that respects the real federal cycle instead of ending at filing day. **Carried in:** every package.

Sample — the TY2026 season Gantt

TY2026 SEASON SCHEDULE — stand-up Oct 26, 2026 → season close Apr 2, 2027



Red dashes are dates fixed outside the project. The chart's discipline is visible in its sequencing: ownership and route bars complete before the dry run opens.

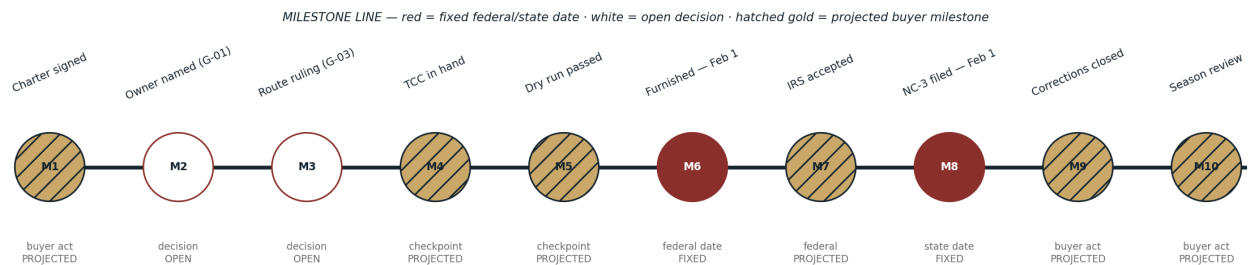
Type 4 — Milestone Line

SAMPLE — TYPE 4 OF 17

What it is. The project's ten-or-so moments that matter, on one line, each carrying its state.

When a project needs it. For every audience that will never read the Gantt — which is most of them. **What good looks like.** States that cannot lie: a milestone is **FIXED** when an outside instrument sets it, **OPEN** when a decision is owed, **PROJECTED** when it is the project's own forecast — hatched, and labeled, so a projection is never mistaken for a fact. Color is always redundant with the printed label. **Carried in:** every package, beside the schedule.

Sample — the kit's milestone line



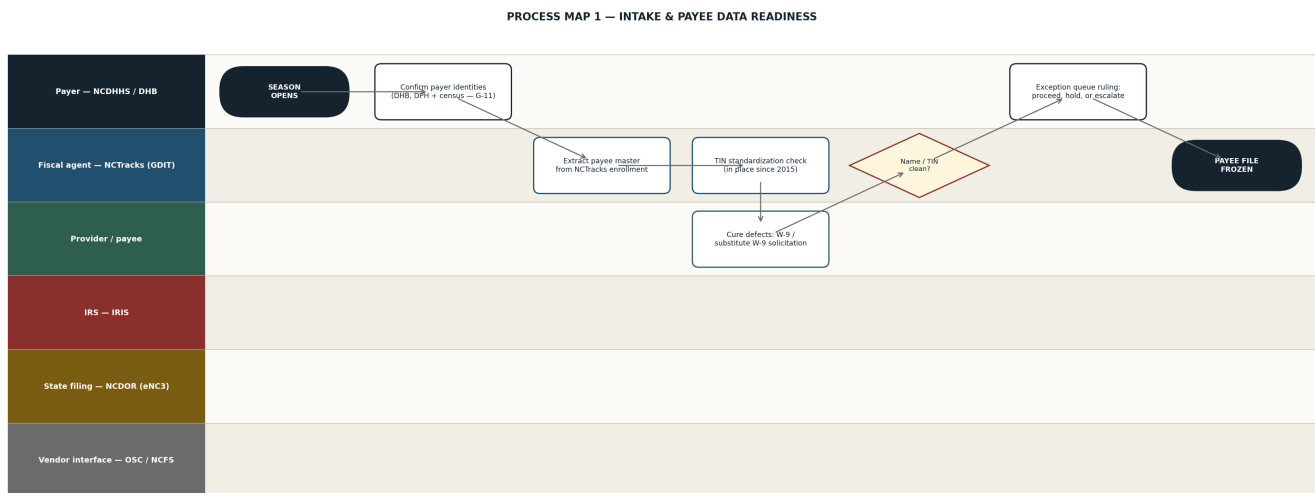
M6 and M8 are **FIXED** (federal and state dates). M2 and M3 are **OPEN** — decisions the record leaves to the buyer. The rest are **PROJECTED**, printed hatched with their state named.

Type 5 — Swim-Lane Process Map

SAMPLE — TYPE 5 OF 17

What it is. A process drawn across the functions that perform it, so every handoff is visible and every step has a lane — an owner — by construction. **When a project needs it.** Whenever work crosses an organizational boundary, which is where processes actually fail. **What good looks like.** Lanes named for the real structure, decision diamonds where judgment genuinely sits, and a record named for every arrow that crosses a boundary. **Carried in:** the flagship kit carries five maps; packages carry a map per core process.

Sample — Map 1, Intake & payee data readiness (six lanes)



The diamond sits in the fiscal agent's lane, the ruling it feeds sits in the payer's — the map shows the escalation instead of describing it.

Type 6 — RACI

SAMPLE — TYPE 6 OF 17

What it is. For each activity: who is Responsible for doing it, who is Accountable for it, who is Consulted, who is Informed. **When a project needs it.** As soon as more than one function touches the work. **What good looks like.** Exactly one A per row; the A is a name, not a seat, before the work starts — in the sample matter, the empty A column is gap G-01, and the RACI is where its closure will show. **Carried in:** every package.

Sample — three rows of the kit's RACI

Activity	Accountable owner	DHB Finance	NCTracks / GDIT	OCPI
Form / box determination	A	R	C	C
IRIS transmission & TCC	A	I	R	—
Managed-care allocation	A	C	C	I

Type 7 — Companion Guide

SAMPLE — TYPE 7 OF 17

What it is. The plain-speak companion to a process map: the same process, written for the person performing it at 8 a.m. on a deadline day. **When a project needs it.** For every process a non-specialist must execute correctly the first time. **What good looks like.** Breadcrumbs on every page (where you are, what you hold, what done looks like), the why in one breath, and an honest stop rule where the process depends on a ruling that may not exist yet. **Carried in:** the flagship kit carries five, one per core process.

Sample — Guide 3, Filing: three doors, three clocks

You are here: Season → Filing → this guide. You hold: the locked production pack. Done looks like: recipients furnished, IRS accepted, NC-3 confirmed — three separate receipts.

There are three doors and they do not share a key. Recipients get their copies by February 1. The IRS gets the return through IRIS, under the agency's own transmitter control code. North Carolina gets Form NC-3 and the statements through eNC3; the federal combined filing program does not satisfy this state, so do not let anyone file "federal only" and call the state layer done. Keep the three receipts separate in the evidence pack.

Type 8 — Standard Operating Procedure

SAMPLE — TYPE 8 OF 17

What it is. One recurring task, written to be adopted as the standing procedure: purpose, owner, trigger, numbered steps, records, escalation. **When a project needs it.** For every task that must survive the project — in the sample matter, the SOP set is the deliverable that closes gap G-08, the absence of any published DHHS 1099 procedure. **What good looks like.** Short enough to be followed, exact enough to be audited, with the checker never the producer. **Carried in:** the flagship kit carries eight.

Sample — SOP-04, QC sampling & sign-off (full text)

Purpose. Verify the pack before anything leaves. **Owner:** DHB Finance (checker) — never the producer. **Steps:** (1) Sample the pack at 2% or 50 records, whichever is larger. (2) Verify name, TIN, amount, form, and box against source records. (3) Any failure returns the whole pack. **Records:** QC sheet, sign-off. **Escalation:** two failed packs in one season stop production and convene the owner.

Type 9 — Training Plan

SAMPLE — TYPE 9 OF 17

What it is. Who learns what, to what depth, by when, and how the learning is evidenced. **When a project needs it.** Whenever the work introduces a new route, a new ruling, or a new failure mode — the sample season has all three. **What good looks like.** Sequenced against the work (decision-makers first, producers against the dry run, the corrections desk before the notices exist) and evidenced by performance, not attendance alone. **Carried in:** every package.

Sample — three rows of the kit's training plan

Role	Modules	Complete by	Evidence
Accountable Owner	The TY2026 break · the determinations baseline · ruling craft	Nov 20, 2026	Decision-log entries authored
Production operators	Aggregation rules & threshold re-basing · form/box as issued · IRIS mechanics	Dec 18, 2026	Dry-run performance
Corrections desk	CP2100 anatomy · TIN Matching · B-notice sequence · withholding starts	Jan 22, 2027	Tabletop on a seeded notice set

Type 10 — Communications Plan

SAMPLE — TYPE 10 OF 17

What it is. Every audience, the message it is owed, when, through which channel, owned by whom. **When a project needs it.** Whenever a ruling changes what someone outside the project must do — in the sample matter, the allocation ruling changes what every health plan must do, and an uncommunicated ruling is an unmade one. **What good looks like.** Acknowledgments, not just sends, for any message that asks for action. **Carried in:** every package.

Sample — three rows of the kit's communications plan

Audience	Message	When	Owner
Prepaid health plans	The allocation ruling (D-05): who issues for plan-paid providers; acknowledgment requested	On ruling; by Dec 31, 2026	DHB Provider Ops
Providers	What to expect: which form, from whom, when; how to report an error in one step	Jan 2027, with furnishing	NCTracks ops
State Controller	Interface notice: dual-payee check at close; TY2025 form enumeration requested (G-10)	Nov 2026; Mar 2027	Accountable Owner

Type 11 — Risk Register

SAMPLE — TYPE 11 OF 17

What it is. The ways the project fails, named in advance, each with a likelihood, an impact, a trigger, a mitigation, and an owner. **When a project needs it.** Always — but it earns its keep only when its risks are drawn from the actual record rather than a generic list. **What good looks like.** Risks a reader can act on: each one points at a decision or a date in the same package. Likelihood and impact are printed as the assessment they are. **Carried in:** every package.

Sample — R-4, in full

ID	Risk	Likelihood	Impact	Trigger / mitigation
R-4	Managed-care double-issuance or no-issuance — plans and NCTracks each assume the other issues	High	High	Decision D-05 ruled before December 31, 2026, with written plan acknowledgments. The gap survived the state's strongest contract source, so silence is the default failure — the mitigation is a ruling with receipts.

Type 12 — Decision Log

SAMPLE — TYPE 12 OF 17

What it is. Every decision the project owes, with the options the record supports, the date it is needed by, and its state. **When a project needs it.** Whenever the work depends on judgments nobody has made yet — the log converts "someone should decide" into a dated, ownable object. **What good looks like.** Pre-loaded from the record, not opened blank: the sample log opens with the eight decisions North Carolina's public record actually forces. **Carried in:** every package.

Sample — D-02, in full

ID	Decision	Options the record supports	Closes	Needed by
D-02	Rule the provider-line transmission route	IRIS under the agency's own TCC (the vendor line's documented path) · fiscal-agent transmission under a state TCC · paper — foreclosed at volume by the 10-return e-file mandate	G-03	Nov 30, 2026

Type 13 — Issue Log

SAMPLE — TYPE 13 OF 17

What it is. What actually went wrong, when, and what was done — the project's memory of its own friction. **When a project needs it.** From the first build onward; an issue remembered only in a meeting is an issue scheduled to recur. **What good looks like.** Entries written the day the issue lands, dispositions that name a mechanism, and escalations that travel to a decision in the log beside it. **Carried in:** every package.

Sample — the kit's two worked entries

ID	Issue	Raised	Disposition
I-01	IRIS test submission rejected on TCC mismatch during WBS 4.1	Route build	Fixer named same day per SOP-06; retest before the dry run; the rejection record itself files in the evidence register
I-02	A prepaid health plan reports it has already issued 1099s for plan-paid providers in a prior year, contradicting the working assumption behind D-05	Plan communications	Escalates to the Accountable Owner: the allocation ruling now decides with a fact in hand, and the prior-year position becomes a corrections question under SOP-08

Type 14 — Corrective Action Plan

SAMPLE — TYPE 14 OF 17

What it is. The formal answer to a finding: the finding stated, its root cause, dated corrective actions with owners, and the evidence on which the plan will be judged closed. **When a project needs it.** When a gap is not just a task but a condition — in the sample matter, the missing transmission route is a condition of the record, not a to-do. **What good looks like.** Root cause that explains how the condition arose (here: production grew inside the fiscal agent's operations without a state-published procedure, so the route was never the subject of a state instrument), and closure defined by evidence, never by effort. **Carried in:** packages that remediate findings; the flagship kit carries one fully worked CAP.

Sample — CAP-2026-01, finding and closure standard

Finding	The provider line has no published IRS transmission route in the season the legacy route retires. (Gap G-03.)
Corrective actions	1. Rule the route (D-02) — by Nov 30, 2026. 2. Verify the TCC position in writing — week one. 3. Pass an accepted IRIS test submission — by Dec 18, 2026. 4. Publish the route in the adopted DHHS 1099 procedure — by Jan 15, 2027.
Evidence of closure	The ruling in the decision log · the TCC verification · the IRIS acceptance record · the published procedure. The CAP closes on evidence, not on the actions being attempted.

Type 15 — Checklist

SAMPLE — TYPE 15 OF 17

What it is. A phase of the work reduced to boxes a tired, competent person can check in order, in ink. **When a project needs it.** At every phase boundary and on every deadline day. **What good looks like.** Each line names the artifact or decision that proves it — never a bare "ensure quality" — and the lines are ordered the way the work is actually done. **Carried in:** every package; the flagship kit carries four.

Sample — Checklist 3, Filing day (full text)

- ☐ Recipient furnishing complete and logged (Feb 1)
- ☐ IRIS submission transmitted under the production TCC
- ☐ IRS acceptance captured to the evidence register
- ☐ NC-3 and statements filed via eNC3; confirmation captured
- ☐ Any rejection entered in the issue log the same day

Type 16 — Evidence Register

SAMPLE — TYPE 16 OF 17

What it is. The register of instruments the project's claims rest on — each source named, what it establishes stated, its grade printed. **When a project needs it.** Always: a project that cannot point from a claim to an instrument is asking to be believed, and belief is not a control. **What good looks like.** Negative evidence registered with the same care as positive (the sample register carries the Standard Plan contract as established, negative — the instrument whose silence hardens gap G-05). **Carried in:** every package.

Sample — three rows of the kit's register

Instrument	What it establishes	Grade
OSC TY2026 process memo & TCC steps memo	FIRE retired; each agency files its own via IRIS under its own TCC; applications due Sep 30, 2026	Established
Standard Plan contract instrument (693 pp)	The contract's only 1099 clause is a governance provision — the negative evidence that hardens G-05	Established (negative)
IRS IR-2026-99	FIRE stops accepting returns Nov 19, 2026; IRIS is the standing route	Established

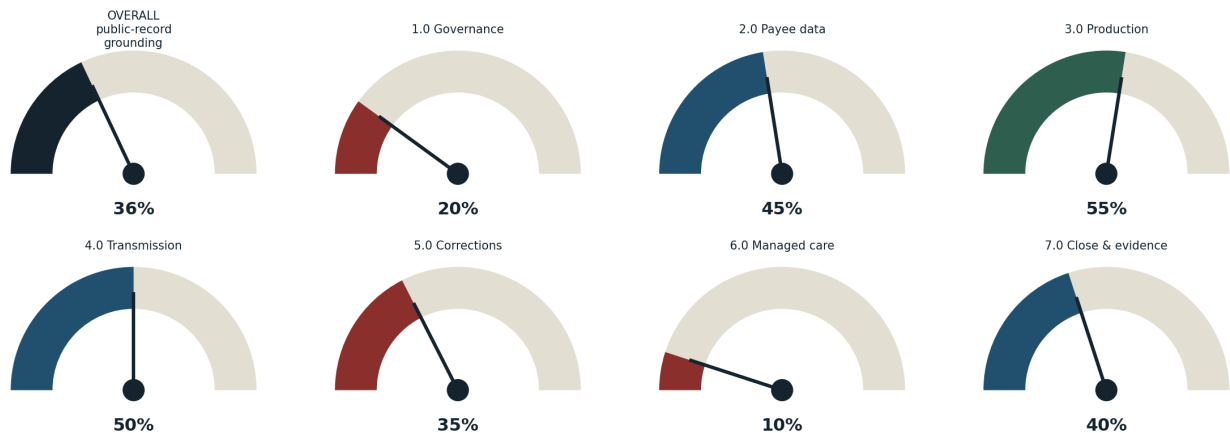
Type 17 — Status Dashboard & Gauges

SAMPLE — TYPE 17 OF 17

What it is. The project's state on one page: an overall gauge, a gauge per work cluster, and the milestone line — re-issued on a cadence, never edited in place. **When a project needs it.** Whenever anyone senior asks "how is it going" — the dashboard is the answer that does not depend on who is in the room. **What good looks like.** Gauges that read a stated measure with its method printed, so any reader can re-perform the number. In the sample, the gauges read public-record grounding: the share of each cluster's key questions the published record already answers — the honest opening position of a scaffolding kit, and the measure that moves as the buyer seats rulings and instruments. **Carried in:** every package, as its closing part.

Sample — the kit's dashboard at issue (36% overall)

STATUS DASHBOARD — GAUGES READ PUBLIC-RECORD GROUNDING: THE SHARE OF EACH CLUSTER'S KEY QUESTIONS THE PUBLISHED RECORD ALREADY ANSWERS



Overall 36% is the mean of the seven cluster gauges, printed with its derivation in the kit's Part O. A gauge moves only when an instrument or a logged decision lands — never on progress reported in a meeting.

What the Line Never Ships

SAMPLE — CLOSING NOTE

Three things are not in this catalog because the line does not sell them. **Blank templates** — an empty form teaches nothing and transfers all the work to the buyer; every artifact here arrives worked, with blanks only where the buyer's own data belongs. **Un-sourced claims** — a package whose statements cannot be traced to an instrument is marketing, and these are work products. **Outcome promises** — a starter kit scaffolds an operation; it does not certify a filing, and no package in this line will ever say otherwise on its face. What the line sells is narrower and worth more: the whole structure, built from the record, with the gaps printed where the buyer can see them — because a gap a buyer can see is a gap a buyer can close.