

THE HAZMIT PLAN – REALITY LINK

Naming Disconnects, Reclaiming the Work

West Virginia Floodplain Management Association

2026 Annual Conference ~ June 16, 2026



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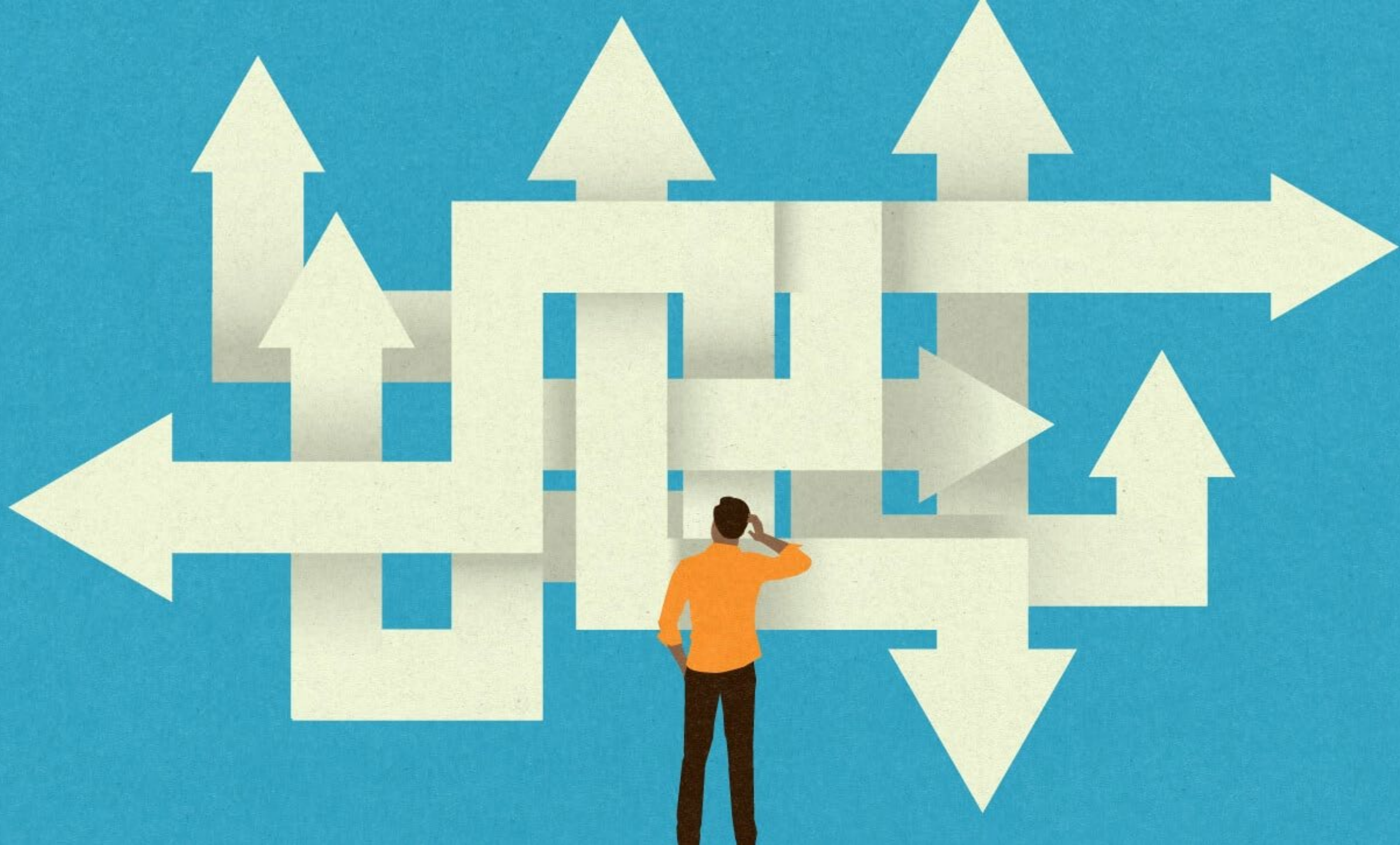
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BOTTOM LINE UP FRONT (BLUF):

- The problem you think you have (with the plan-reality gap) isn't the problem you actually have.



DISCONNECTS FROM REALITY



1: A STRUCTURAL DISCONNECT

The planning process fails to account for real community conditions.

- Regulatory and doctrinal requirements
- Socioeconomic complexity
- Political constraints
- Capacity limits



2: AN EPISTEMIC DISCONNECT

What the plan says and what you know diverges.

- Lived experience
- Tacit knowledge
- Limitations imposed by structural constraints

AND THIS IS IMPORTANT BECAUSE...

IMPLEMENTATION

Implementation failure is a predictable outcome.

- Implementation looks like a people problem, but it's a system problem.

SO WHAT?

- **The disconnects are real. And...they're no one's fault.**
- **The problem you thought you had is not the problem you actually have.**
- **Engage the real problem in such a way as to generate momentum for your plans.**

- **Structural Disconnect**

- What is the planning process actually costing your community (in energy, focus, or time that could have gone toward the work itself)?
- If the structure requires you to cannibalize the work, what are you actually building – a plan, or the appearance of one?

- **Epistemic Disconnect**

- Who in your community understands your real risk landscape, and are they in the room when planning decisions get made?
- If the plan can't contain what your community knows about itself, what is the plan actually a record of?

- **On Implementation**

- If implementation failure isn't a people problem in your community, what is the actual problem?
- What would change locally if your stakeholders understood why the plan doesn't drive decisions, not as a failure of commitment, but as a predictable outcome of how the plan was built?

THANK YOU!

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