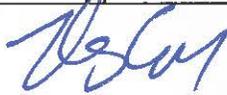




## Administrative Policy

<b>Title: Variance Policy</b>				
<b>Administered By: Department of Water &amp; Power (Water)</b>				
<b>New Policy No.</b>	<b>Issue Date (Last Revised)</b>	<b>Renumber Date</b>	<b>Department Head Approved</b>	<b>City Manager Approved</b>
03620.001	04-18-13 (08-05-14)	01-03-17		

This Policy had been issued without a known Policy Number. Effective on the Renumber Date noted above, this Policy is hereby renumbered as the Policy Number noted above.

The latest version of the Policy is attached hereto and incorporated herein by reference.

Attachment: Policy (UNKNOWN #)  
Issued: 04-18-13  
Revised: 08-05-14

# City of Corona

## Department of Water and Power

### Variance Policy

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*April 18, 2013: Revised August 5, 2014*

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## Section 1: General Information

### 1.1 Department of Water and Power Variance Policy Goals and Objectives

- Ensure the consistent application of the variance program.
- Provide a simple, effective process for our customers to file for a variance.
- Provide the best customer service possible.

### 1.2 Tiered Rates and Water Budgets

The City of Corona Department of Water and Power (DWP) implemented a water budget-based tiered rate structure in April 2010. Tiered rates promote efficient water use, resource conservation and provide fair rates. The goal of tiered rates is to provide enough water for typical, yet efficient, water use indoors and outdoors, without penalty. Inefficient use of water will result in a higher cost for water.

### 1.3 Policy Purpose

The intent of this policy is to provide guidelines for DWP customers and staff to ensure that Variance Requests are processed and approved in a manner that is consistent and fair to all customers.

### 1.4 Definitions/Acronyms

<b>Billing Unit</b>	1 Hundred Cubic Feet = 100 ft <sup>3</sup> = 1 CCF = 1 HCF = 748 gallons
<b>DWP</b>	City of Corona Department of Water and Power
<b>Delinquent</b>	Water and sewer bills are due a minimum of 20 calendar days after the date billed. A 10% penalty/late fee will be assessed the business day following the due date.
<b>Disputed Bill</b>	A customer may dispute a bill if the customer believes there was a billing or reading error. While a bill is in dispute, the DWP will make every effort to ensure the customer's service is not disconnected.
<b>Disconnection</b>	A customer has 45 calendar days after the date billed to pay the bill in full without having services disconnected. On the 46 <sup>th</sup> day, or next business day, water service will be discontinued and a \$40 processing fee will be assessed.
<b>Evapotranspiration (ET)</b>	The amount of water turfgrass and soil needs to replace what was lost to evaporation and transpiration each day. Used to calculate the outdoor budget.
<b>Final Notice</b>	39 calendar days after the date billed a "Final Notice," or "Shut-Off Notice," will be mailed to the customer notifying the customer that services will be disconnected on the 46 <sup>th</sup> calendar day after the date billed if the bill is not paid in full. A \$25 "Final Notice" processing fee will be assessed.

<b>Irrigated Area</b>	<p>Irrigated area is defined as any area that is currently being irrigated either by an automatic sprinkler timer, manual sprinkler valves or hand watering. Irrigated area includes any of the following:</p> <ul style="list-style-type: none"> <li>• Turfgrass areas</li> <li>• Planter beds with living plants</li> <li>• Trees and any planter area surrounding the tree trunk</li> <li>• Large potted plants</li> <li>• Sloped areas that are being irrigated</li> <li>• Any areas that are being irrigated by the meter regardless of property ownership. For example, if a resident irrigates a City-owned parkway that area would be included in the resident’s irrigated area.</li> <li>• Any areas where the irrigation is currently watering some type of plant material.</li> <li>• Surface area of ponds, pools, spas and fountains is included in irrigated area, as the DWP recognizes the need to refill these structures at a rate similar to turfgrass water use.</li> </ul> <p><i>Irrigated Area may also be referred to as “irrigable area” or “landscaped area.”</i></p>
<b>Irrigation Efficiency (IE)</b>	<p>Represents how efficient an irrigation system is; used to calculate the outdoor budget. Default values are:</p> <ul style="list-style-type: none"> <li>• 0.7 (70% efficient) for single family, multi-family, and commercial accounts</li> <li>• 0.8 (80% efficient) for government and city accounts</li> </ul>
<b>Mixed Use Meter</b>	<p>A mixed-use meter is a meter providing water service to commercial properties that serves both outdoor water usage such as landscaping, and indoor water usage, such as toilet flushing, bathroom and kitchen fixtures, production processes requiring water. Under the tiered rate structure, these accounts are classified as “Structure” accounts and receive a water budget based on a three-year rolling average. For more information on budget calculations and Variance Requests for these accounts, see Section 4.</p>
<b>Payment Arrangements</b>	<p>DWP may set up payment arrangements for a customer if the customer is disputing a bill or the customer has received a delinquent or final notice statement and has a good payment history. Setting up payment arrangements extends the date of disconnection until the date the final arranged payment is due. If a customer does not pay the agreed-upon amount by that day, service will be disconnected.</p>
<b>Penalty Charges/Tiers</b>	<p>Refers to usage and charges billed in the Inefficient, Excessive, and Wasteful tiers.</p>
<b>Plant Factor (PF)</b>	<p>Represents the amount of water an individual plant needs. Used to calculate the outdoor budget. The plant factor used in the DWP outdoor budget is 0.8, which is the Plant Factor for cool season turf grass, a high water use plant based on the 2000 <i>Water Use Classifications of Landscape Species (WUCOLS)</i> guide.</p>
<b>Utility Billing/Customer Service</b>	<p>The Utility Billing/Customer Service group is responsible for processing the billing of water revenue meters and the bill collection of the utility service accounts within the DWP’s service area and responding to, and resolving all, utility service inquiries via telephone, e-mail and written correspondence, and variance processing and bill</p>

	adjustments.
<b>Variance Request</b>	A Variance Request is the process of a customer requesting an adjustment to his/her water budget. This may be a one-time adjustment or may be a long-term adjustment for up to three years. <i>Variance Request may also be referred to as "Variance," "Variance Process," or "Variance Form."</i>
<b>Water Resources</b>	The Water Resources group is primarily responsible for educating the public regarding the efficient use of water and the need to conserve. The group administers various programs including rebates and site visits to assist customers in keeping their water usage low and finding the source of high water use.

## **Section 2: Variance Request Process**

### **2.1 Variance Request Eligibility**

1. All variance requests must be submitted in writing using the approved form; repairs or measurements performed by the Water Resources group can be processed through the DWP Site Audit Form.
2. A variance adjustment can only be applied to water billed within the penalty tiers of Inefficient, Excessive, or Wasteful use.

### **2.2 Variance Request Procedure**

1. Variance Forms can be obtained from and should be submitted to the Utility Billing/Customer Service group. Forms are located on the Department's website, at the counter at City Hall, and are available by mail by contacting the Utility Billing/Customer Service or Water Resources groups.
2. All accounts have a water budget unless there is a signed agreement in place. If such an agreement exists, the signed agreement must be noted on the water account. This is a very rare occurrence.
3. The Customer Service Manager will designate staff members within the Utility Billing/Customer Service group to receive and process Variance Requests consistent with this policy.
4. Variance Requests will be processed according to the procedure outlined in Section 2.4 Variance Request Review Teams. All variances in Levels 1-3 should be processed within two business days. Level 4 variances may require more time for processing but should be processed in an expeditious manner.
5. At the discretion of the DWP, the requesting customer may be required to have a site visit prior to processing the Variance Request. The site visit will be conducted by the Water Resources group at no charge.
6. Responses to Variance Requests will be provided by the Utility Billing/Customer Service group in writing.
7. If the Utility Billing/Customer Service group determines that additional information is needed to process the Variance Request, written notification will be sent to the customer via the contact information provided on the form requesting a response within 30 days of the date on the letter.
8. Approved Variance Requests and all backup documentation will be scanned and attached to the account within 2 weeks.
9. Budget adjustment and variance adjustment calculations will be uploaded as attachments to the account.
10. All budget adjustments will be applied on a per-day basis rather than a monthly adjustment as the number of the days in a billing cycle may vary.
11. Variance Requests that are denied, after review by the Customer Service Manager, may be appealed to the DWP General Manager.

12. Decisions by the DWP General Manager are final.

## 2.3 Disputing Charges

The DWP makes every effort to ensure that all utility bills received by customers are true and accurate. The DWP maintains several internal procedures to identify abnormal meter reads and charges. However, there are some instances in which a customer believes an error has been made on the part of the DWP and wishes to dispute a bill. The City of Corona Municipal Code, Section 13.14.110, describes the procedures for disputing a bill (paraphrased below):

### *Disputing Usage*

If a customer disputes the amount of water actually used, the meter shall be read and an examination shall be made to determine if there are any leaks on the customer's side of the meter causing the high usage. This includes irrigation leaks due to broken irrigation components which may not register as a leak on the meter unless the irrigation is running. If no leaks are found, then upon request of the customer, the meter shall be removed and be tested at variable rates of flow. The customer shall be notified of the time and place of such tests and may be present to witness such tests. If the average registration of said meter is more than two percent in excess of the actual quantity of water passing through the meter, the city shall refund to the customer the overcharge for the billing period contested. If the tests show that the meter registration is accurate within two percent or is registering less water than is actually passing through said meter, the customer will pay the current fee for meter testing as specified in the current Schedule of User/Service Fees for Water and Sewer Usage to cover the testing charges.

### *Disputing a Bill*

If a customer asserts that a billing error has been made, staff shall be made available to check and confirm or correct the billed amount before service is turned off for nonpayment.

## **PROCESS FOR THE BILL PAYMENT DURING A DISPUTE**

### **Bill Payment During Dispute Process**

If a customer disputes the usage or charges on his/her bill, he/she must make a minimum payment to the account to avoid disconnection. The minimum payment will be determined by the Utility Billing/Customer Service group and will include all fixed charges on the account not affected by the volume of water consumed including ready to serve, sewer charges, trash and recycling charges, and emergency medical subscription, if applicable. The Utility Billing/Customer Service group must check the account of a customer disputing a bill to see if the customer is enrolled in the automatic bill pay program to confirm if the customer wishes payments be stopped until the dispute is resolved.

### **Payment Arrangements During Bill Dispute**

Utility Billing/Customer Service staff will make payment arrangements for any customer disputing a bill to ensure the customer's water service is not disconnected. The payment arrangement will be for the balance of the bill due after the minimum payment described above is made. The arrangement will be due a minimum of five weeks from the date of contact with the customer to allow for time for the issue to be resolved and an appointment with the Water Resources group to be made. The Utility

Billing/Customer Service group will create a task reminder for one week prior to this date to follow up and ensure an appointment is made and appropriate payment has been received to date. The Utility Billing/Customer Service staff will make contact with the customer by phone and by letter to ensure that communication is made regarding arrangements.

## 2.4 Variance Request Review Teams

### *Level 1 – Requests Handled by Billing Team*

1. Increase in persons per household up to 8 persons
2. Medical adjustment up to 120 gallons per day
3. Adult-Care facility adjustment
4. Childcare facility adjustment
5. Increase in irrigated area less than 2,000 square feet if provided by customer. WRG will include date and initials for any measurements WRG performs.
6. Pool maintenance/re-filling credit
7. Landscape establishment
8. Leaks
9. Controller malfunctions/power outages
10. Adjustments less than \$1,000

### *Level 2 – Requests Handled by Water Resources Team*

1. Increase in irrigated area by more than 2,000 square feet

### *Level 3 – Requests Handled by Adjustment Team*

Adjustment team consists of one member from each of Utility Billing variance processing, Water Resources, and the Customer Service Manager. Team will confer/coordinate as needed to review and process Variance Requests.

1. Persons per household increase greater than 8 persons
2. Medical adjustment greater than 120 gallons per day
3. Variance Requests for Business, Industrial, and Governmental structure/mixed use accounts
4. Other write-in adjustments other than leaks and controller issues.

### *Level 4 –General Manager*

Prior to rejecting any Variance Request, a letter will be prepared and presented for review to the Customer Service Manager with justification for rejection. The Customer Service Manager will obtain approval from General Manager prior to rejection of a request.

## Section 3: Grounds for Variance Requests

A variance request may be granted for one of the following circumstances/reasons:

### *Persons per Household*

1. The DWP will grant a Variance Request for an additional 60 gallons per day for each additional person in the household above the default budget values. Variances will expire after 3 years and will require the customer to submit a new Variance Form. Customers will be notified in writing 30 days prior to the variance expiration.
2. Approved Variance Requests will become effective on the next month's bill, unless in the opinion of the General Manager, or his or her designee, the customer has been unfairly penalized and it is in the best interest of all parties to do a retroactive adjustment. For example, if the customer has always been over budget, the customer was not aware of the variance program, etc.
3. The DWP recognizes that Multi-Family Residential properties may experience a high turnover rate for residents and that it may be cumbersome to complete a Variance Form each time a resident moves in or out of a unit. Multi-Family Residential accounts wishing to update the number of people per unit should use the average number of occupants per unit currently renting at the property.
4. If a customer has an approved, unexpired Variance and he/she moves their account to a different part of the DWP service area, the people per household factor will transfer to their new residence. If confirmed verbally during the move, the variance can be extended for another three year period.
5. The DWP will not reduce the people per household below the default values unless a customer specifically requests a decrease.
6. Required Proof:
  - a. Documentation of additional residents may be requested by the Utility Billing/Customer Service group.
  - b. Documentation may include children's birth certificates, school records, copies of income tax returns, lease agreements, etc.

### *Medical Needs*

1. If a medical need requires a significant increase in the amount of water being used, a customer may submit a Variance Request which must include a signed note from his/her doctor indicating the amount of water needed per day. The medical note does not need to include the reason for additional water or medical condition that requires the need. The variance will expire after 3 years and will require the customer to submit a new note from his/her doctor. The customer will be notified in writing 30 days prior to the Variance expiration.
2. Approved Variance Requests will become effective on the next month's bill, unless in the opinion of the General Manager, or his or her designee, the customer has been unfairly penalized and it is in the best interest of all parties to do a retroactive adjustment. For example,

if the customer has always been over budget, the customer was not aware of the variance program, etc.

3. Required Proof:
  - a. Customer must submit a note signed by a doctor dated within 30 days of the date of the Variance Request detailing the amount of water the customer needs per day in addition to the existing indoor water budget.

### *Licensed Adult Care/Child Care*

1. If a customer is operating an adult-care facility in a residential setting, DWP may grant an additional 30 gallons per day for each adult or child under the care of the facility. If the facility employs individuals who are not residents at the property, the customer should include the average number of additional employees at the site each day and the DWP may grant an additional 30 gallons per person per day for each of these employees. For example, if an in-home facility has 8 full-time adults and 2 employees each day, the Variance Request may be approved for up to 10 additional people per day at 30 gallons of water each.
2. Approved Variance Requests will become effective on the next month's bill, unless in the opinion of the General Manager, or his or her designee, the customer has been unfairly penalized and it is in the best interest of all parties to do a retroactive adjustment. For example, if the customer has always been over budget, the customer was not aware of the variance program, etc.
3. Required Proof:
  - a. Adult care facilities will be required to provide a valid Adult Day Care license issued by the California Department of Social Services, which must include the facility's maximum capacity.
  - b. Child care facilities will be required to provide a valid Family Child Care Home license issued by the California Department of Social Services which must include the facility's maximum capacity.

### *Irrigated Area Change*

If a residential customer wishes to change the irrigated area on his/her account, the customer has two options:

#### Option 1: Customer submits new measurements

1. If a customer wishes to increase the irrigated area at his/her property the customer must submit a property sketch with dimensions.
2. Approved Variance Requests will become effective on the next month's bill, unless in the opinion of the General Manager, or his or her designee, the customer has been unfairly penalized and it is in the best interest of all parties to do a retroactive adjustment. For example, if the customer has always been over budget, the customer was not aware of the variance program, etc.
3. Required proof:

- a. Customer must submit a property sketch with dimensions.

Option 2: Water Resources group or City's Geographic Information Systems (GIS) group provides new measurements

1. Any residential customer may request a measurement by the Water Resources group at no charge to the customer.
2. When the Water Resources group measures the irrigated area the resulting measurements will be applied to the account regardless of the size or direction of the change, unless it is less than 200 square feet. In the case of the difference being less than 200 square feet, the Water Resources group will submit a form, however, so that the multiplier can be updated with a note that the area was measured. If a customer's irrigated area is measured at a smaller size that what is currently on file for the account, this will result in a smaller outdoor water budget and the irrigated area will be changed no sooner than the second billing cycle following the measurement. This will allow the customer at least two months to adjust to the lowered area.
3. If the area is very large or may not be easily measured, the Water Resources group may utilize GIS to determine the area, including an appropriate factor of for slopes, when necessary, based on the topography layer in GIS.
4. Landscape plans may be utilized to obtain the landscape area.
5. The CIS billing multiplier will be noted to include where the measurement came from: GIS, customer, or WRG measurement.
6. The Water Resources group will measure a property no more than one time unless something has changed at the site. For example, planting of a previously unmeasured area, mistake, or new ownership.

### *Landscape Establishment*

1. The DWP recognizes the need for additional irrigation for newly planted sod, seed, or plants. Customers requesting an increase to their water budget for landscape establishment must indicate the total square footage, where the newly planted area is (i.e. front yard, side yard, back yard, etc.) well as the date planting began. The square footage for the newly planted area will be added to the customer's total irrigated area for the effective time period.
2. Approved Variance Requests will become effective on the date planted and will remain in effect for at least 30 days.
3. Required proof:
  - a. Customer must submit a property sketch which identifies the newly planted area, includes dimensions for the newly planted area and the date planting began.

### *Pools/Spas*

1. The DWP includes the surface area of pools and spas as part of the irrigated area to account for regular filling of these features. The DWP recognizes that a customer may need to drain a pool for maintenance or fill a new pool for the first time. The DWP may grant a Variance Request for the initial filling or refilling of below ground pools once every five years per customer, or once

every year per customer for above ground pools up to 5,000 gallons. The variance amount will be calculated based on the size of the pool and this equation:

- a. Surface Area (sq. ft.) x Average Depth (Feet) \* 7.5 = Additional gallons for Pool Fill
- b. Surface Area [rectangle/square] = Length (feet) x Width(feet)
- c. Surface Area [circle] = Radius (feet) x Radius (feet) x 3.14
  - i. Radius = Diameter/2
- d. Average Depth = [Depth in shallow end (feet) + Depth in deep end (feet)]/ 2

### *Other Circumstances*

There may be some instances where an increased budget on a temporary basis may be appropriate. Common examples of these occurrences are:

#### 1. Power Outages

- a. Some automatic irrigation controllers are equipped with a backup battery that retains sprinkler settings even if the controller loses power. However, not all controllers have this functionality and when the controller loses power it resets to the factory default settings, which can be set to water for many minutes at a time, multiple times per day, and up to 7 days per week. The DWP encourages all customers to check their sprinkler timers following a power outage but recognizes this is not always feasible. If a power outage causes a sprinkler controller to reset to the factory default settings which causes a customer to exceed his/her water budget, the customer will be eligible for a one-time budget adjustment for the affected bill.
- b. The DWP will grant such a Variance Request one-time per account.

#### 2. Leaks

- a. A customer is eligible to submit a Variance Request if the customer found and repaired a leak that caused the customer to incur charges in the penalty tiers.
- b. The customer is required to repair the leak as soon as possible once the leak has been identified; once the Variance Request is approved, the DWP will grant a budget adjustment for the two previous billing cycles, and include an additional budget for the next bill if it will be affected by the leak.
- c. The customer should submit the Variance Request within 30 days of repairing the leak.
- d. Required proof:
  - i. Customer should submit copies of all receipts and/or invoices for parts and labor required for the repair if available.
  - ii. The customer must include a detailed description of what the leak was and how it was repaired.
  - iii.
  - iv. Prior to approving a Variance Request for a leak, the DWP may conduct a follow-up read of the meter to confirm the customer's usage has returned to a normal range, indicating the leak has been repaired.



## Section 4: Structure and Mixed Use Meters

### Structure and Mixed Use Meters

The DWP recognizes the inherent variability in running a business and strives to be fair, reasonable and consistent in assisting our commercial customers with establishing an appropriate and efficient water budget.

Variance Requests for commercial structure and mixed use accounts will be determined on a case-by-case basis. Budget adjustments will be calculated using account history and available references for efficient water use. The Water Resources group will work with a consultant to develop a matrix for use in calculating manual budgets for business based on business type, i.e. restaurants, office, etc. For business accounts using water in an industrial process, a water efficiency audit may be conducted by a consultant to determine an appropriate water budget. Budget adjustment calculations will clearly identify the data source and will be noted on the account.

Budget adjustments may be considered for any of the following:

1. Inaccurate reading histories due to meter replacement and/or meter reading errors
2. Change in tenants
3. Former vacancies
4. Increased staff size (baseline is 30 GPD per employee)
5. Increased production
6. Existing conservation practices
7. Leaks
8. Other circumstances

## Section 5: Approved Variance Requests

Approved Variance Requests will become effective on the next month's bill, unless in the opinion of the General Manager, or his or her designee, the customer has been unfairly penalized and it is in the best interest of all parties to do a retroactive adjustment, as noted below. Under the circumstances listed below, an approved Variance Request will result in a Variance Adjustment applied to the account. All delinquent and final notice fees accrued during the variance process will be reversed. All Variance Adjustments will be made at the Outdoor Budget/Budget rate unless specifically noted below.

### *Exceptions*

1. Repaired Leak – Variance Adjustment may be applied to previous two billing cycles without approval by Customer Service Manager or his/her designee.
2. If the irrigated area changed by over 2,000 square feet, the Variance Adjustment will be applied to a minimum of the previous two billing cycles.
3. If a Business, Industrial, or Governmental structure or mixed use account requires a budget adjustment as a result of an inaccurate reading history because the meter was replaced and/or a meter reading error occurred, the Utility Billing/Customer Service group will calculate a manual budget based on the history of the account and accounting for an increase in water use as a result of the meter change out.
4. Utility Billing/Customer Service staff are authorized to apply Variance Adjustments for the previous two billing cycles. If a customer requests Variance Adjustments for more than the previous two billing cycles, the request must be referred to the Customer Service Supervisor.
5. Utility Billing/Customer Service staff are authorized to apply Variance Adjustments that are less than \$1,000; anything over \$1,000 must receive approval from the Customer Service Supervisor; adjustments over \$5,000 must receive approval from the Customer Service Manager.
6. Variance Adjustments will be applied as a credit to the account and will be applied to the next month's billing. If a customer prefers to receive a refund, the customer must specifically request the refund and understand that it may take up to 30 days to receive a refund check.
7. If a customer submits multiple Variance Requests for the same or similar problems such as repeated power outages, the first Variance Adjustment will be made at the standard Outdoor Budget/Budget rate and any additional approved Variance Requests will be adjusted at the Inefficient rate.

## **Section 6: Denied Variance Requests**

In order to deny a Variance Request, the Utility Billing/Customer Service group must provide a draft letter to the Customer Service Manager explaining the reason for the rejection. The Customer Service Manager must approve the letter and the denial, and the letter must be signed by the General Manager or his/her designee.

If a customer wishes to challenge this decision, the customer may resubmit the Variance Request to the Department of Water and Power General Manager, along with any additional documentation or explanation/reason for the request. Decisions by the General Manager are final.

## **Section 7: Miscellaneous Circumstances**

### **Severe Economic Hardship/Very Large Bills**

There are instances when a customer receives a bill that is far outside the normal range of bills for his/her account. If the customer has done his/her due diligence in trying to find the source of the increased usage and has been unsuccessful and/or DWP staff cannot find a source for the increased consumption and the water consumption has returned to a normal rate of use for this account based on the following month's reading, then the DWP may grant a one-time budget adjustment to the account to have water charged in the penalty tiers adjusted to be charged in the Outdoor Budget tier. Such an adjustment will be granted only one-time per account number and the customer will receive written notification confirming the adjustment.

### **Large Slab Leaks/Large Leaks**

If a customer has a substantial leak at his/her property such as a slab leak or broken water line or City tree root damage, the DWP may grant a Variance Request for water used in the penalty tiers and also do a water loss adjustment to credit the customer for water that passed through the meter due to the leak. Customer Service Manager approval is required.

### **Leaks Due to City Trees/City Facilities**

If a customer has a substantial water leak at his/her property resulting from a City-owned tree or facility, the DWP will have the leak repaired. The DWP will grant a Variance Request for water used in excess of the Water Budget as a result of the leak. DWP may dismiss charges for water billed as a result of the leak as a water loss.

## Section 8: References and Resources

City of Corona, Water Meter Application Fees; Sewer Capacity Fee Estimates (2011).

East Bay Municipal Utility District, *The WaterSmart Guidebook: A Water Use Efficiency Plan and Review Guide for New Businesses* (2008). <http://www.ebmud.com/for-customers/conservation-rebates-and-services/commercial/watersmart-guidebook>

Water Research Foundation, *Commercial and Institutional End Uses of Water* (2000).

Water Research Foundation, *Residential End Uses of Water* (1999).  
<http://www.drinktap.org/consumerdnn/Default.aspx?tabid=85>