



THE REPORT

*“It’s to get the asset, it’s to get the boathouse — I mean, it’s just — it’s that simple.”
— Sue Ellen Chambers, Board Chair, White Rock Boathouse, Inc.*

THE COMPLETE DOCUMENTARY RECORD

Motive. Means. Opportunity. Cover-up.

Published by White Rock Boathouse, Inc., which operates the White Rock Rowing program

White Rock Boathouse, Inc. is a Texas nonprofit corporation, EIN 20-0702362, exempt under IRC § 501(c)(3).

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Prologue

“It’s to get the asset, it’s to get the boathouse — I mean, it’s just — it’s that simple.”

Sue Ellen Chambers, Board Chair, White Rock Boathouse, Inc., quoted in the Dallas Observer, July 24, 2026.¹

Everything that follows in this document exists to prove that sentence is not an opinion, not a grievance, and not a theory. It is a description of a campaign that has a beginning, a set of participants, a documented motive, a paper trail, and a target.

An investigation asks four questions: who wanted the thing, who had the means to take it, who had the opportunity, and what steps were taken to obscure the record afterward. This report is organized around exactly those questions because the documentary record answers all four.

The Thing. A 26,500-square-foot boathouse on the west shore of White Rock Lake, the largest boathouse in Texas, together with the restored 1911 Filter Building and the 1930s Texas & Pacific boathouse known as the Boomerang. All three were built or rescued with roughly \$2.7 million in private money raised by the founders of White Rock Boathouse, Inc. Not one dollar of it came from a Dallas taxpayer.² The organization has maintained all three buildings at its own cost, every year, since 2008.³

The People. Paula Miltenberger, who was Board President of Dallas United Crew when the merger was pitched in the fall of 2024⁴ and who was identified by the Dallas Observer in July 2026 as an organizer of the anonymous campaign now attacking White Rock Rowing.¹ Austin Brooks, Dallas United Crew’s Executive Director, who requested the private meeting with the District 9 council member and her Park Board appointee three months before Dallas United Crew ever approached White Rock Rowing.⁵ Paula Blackmon, the District 9 council member who has represented White Rock Lake since June 2019, who discussed consolidating the two rowing organizations with Brooks,⁶ and who issued the memorandum that launched a citywide “rowing group” review fifteen days after the merger was refused.⁷

The Instrument. whiterocklakeaccountability.com, a website that presents itself as a “citizens’ accountability organization”, claims to be a Texas nonprofit, solicits public support, publishes no board, publishes no officers, publishes no employer identification number, and sits on a domain name that was registered on March 31, 2026 behind privacy protection at GoDaddy.⁹ As of the date of this report the site is one hundred and sixteen days old. Its own BOARD page returns a 404. Its own MONEY page returns a 404.¹⁰ The Internal Revenue Service has no record of it.¹¹

The cover-up. A campaign that demands the disclosure of every name, every dollar, and every meeting minute of a nineteen-year-old youth rowing nonprofit will not disclose a single one of its own. That is not an oversight. That is the design.

What this document is This is the complete record of a coordinated attempt to take a nonprofit's building contract. It is published by White Rock Boathouse, Inc. Every factual assertion in it is footnoted to a City of Dallas record, a court filing, an independently published news report, a domain registry record, a federal database, or the organization's own audited and/or compiled financial statements. Where a fact is documented, this report states it as a fact. Where a conclusion is drawn from a pattern in the documents, this report says so in those words. Nothing in this report is anonymous, and nothing in it is unsourced.

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

⁴ Email, president@dallasunitedcrew.org, signed "Paula Miltenberger, Board President," to Kevin Jones and Austin Brooks, copying City officials, subject "Collaboration," November 1, 2024, 11:22 a.m., City open records production.

⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@dallasunitedcrew.org, subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

⁶ Roxanna Asgarian, "Meet the Crews That Row White Rock Lake," D Magazine, June 13, 2025.

⁷ Memorandum, Council Member Paula Blackmon, District 9, to Dallas Rowing Groups, "Rowing Group Briefing," November 19, 2024.

⁹ Verisign RDAP record for [whiterocklakeaccountability.com](https://www.whiterocklakeaccountability.com), queried July 25, 2026 (registration 2026-03-31T23:13:47Z; registrar [GoDaddy.com](https://www.godaddy.com), LLC; nameservers NS1/NS2.SITEGROUND.NET).

¹⁰ [whiterocklakeaccountability.com](https://www.whiterocklakeaccountability.com), home page and site navigation, captured July 25, 2026.

¹¹ Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026, <https://apps.irs.gov/app/eos/>.

How To Read This Report

The standard we held ourselves to

Every number in this report can be traced to a document that either the City of Dallas produced, a court accepted, an independent CPA firm prepared, a federal agency published, or a news organization printed under a byline. Where two sources disagree, both appear.

This report does not rely on rumor, anonymous tips, or misinformation. Or on characterizations of private conversations offered by people who will not put their names to them. That method belongs to the campaign this report documents. It does not belong here.

What we are not doing

- We are not attacking Dallas United Crew's youth athletes, coaches, or families. The City's own data credits DUC with 389 members, \$43,205 in 2023 scholarships, and more than 900 volunteer hours.³
- We are not asking anyone to take our word for anything. Every claim carries a footnote at the bottom of the page it appears on.
- We are not pretending this organization is wealthy or polished. It is a nonprofit, volunteer board, a small paid staff, two City-owned historic buildings that cost a fortune to keep standing, and a youth rowing program.

What we are doing

We are naming the people who organized this campaign, we are showing the documents that place them at every step, and we are stating plainly what those documents establish: that an attempt was made to take possession of a building this organization built with private money, and that when the direct approach was refused in the fall of 2024, an indirect one began. And we are dispelling the myths perpetuated by this campaign.

A note on names

This report is published by White Rock Boathouse, Inc., operator of White Rock Rowing. It carries no individual byline, because it is the institution's account and not any one person's. Every individual named in it is named because a dated public record, a City record, or a published news report places them where this report places them.

Notes

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.



Part I. The Setup

Before you can understand why someone would try to take this building, you have to understand that somebody built it, and that the somebody was not the City of Dallas.

October 3, 2003

White Rock Boathouse, Inc. was incorporated as a Texas nonprofit corporation on October 3, 2003.¹² The founders were John Mullen, a Dallas architect known in the local rowing community as the godfather of rowing in Dallas, and Sam Leake. They were joined by Chip Northrup, Keith Young Jr., and David Payne, all of whom appear as founders in the organization's own published history.¹³ Their objective was specific and it was written down: build a genuine, national-caliber home for youth rowing on White Rock Lake, open to public school students as well as private school students, and do it without asking the City of Dallas for money.

They did exactly that. The federal employer identification number of the corporation they formed is 20-0702362, and it has been a 501(c)(3) public charity under that number ever since. That number is printed on the footer of every financial statement this organization publishes,¹⁵ which is worth remembering when you reach Part V of this report and meet an organization that publishes no number at all.

The money

20 founders raised more than \$2.7 million in private capital. The Mullen Family gave the lion's share, a contribution totaling \$1.6 million that funded the build of the boathouse and the restoration of the Filter Building.¹³

The Ledger: what the private money funded The 1911 Filter Building. A derelict, City-owned municipal water filtration plant on the west shore, vandalized, occupied without authorization, and slated for demolition. Restored with private capital and operated since as one of the most requested event venues on White Rock Lake. The City receives ten percent of gross revenue from it every year.³ The 1930s Texas & Pacific boathouse, the “Boomerang.” A flood-prone former swan-boat facility on T&P Hill. Renovated by WRBI in 2004. It houses the safety launches without which no rowing program on the lake can legally put an athlete on the water, not White Rock Rowing's and not its tenants'.¹⁶ The White Rock Boathouse. 26,500 square feet. The largest boathouse in Texas. More than 120 racing shells. Built new, on City land, with private money, under a development agreement signed in 2007. Opened in 2008.³ Total private capital: approximately \$2,700,000. Total Dallas tax dollars: \$0.²

The contract

The Development Agreement was signed in 2007 and the boathouse opened in 2008. The agreement gave White Rock Boathouse the right to use and operate the premises for an initial term of nineteen years, from March 2007 through March 2026, plus two successive ten-year renewal options: an effective term approaching forty years.² A separate Use Agreement, executed at approximately the same time, governs the Boomerang area. The distinction between those two contracts turns out to matter enormously, and Part XIII of this report explains why.

The reason the City granted a nineteen-year term with two ten-year options is not mysterious and it is not in dispute. It is the ordinary economics of a public-private partnership: a private party puts \$2.7 million of its own capital into public land, and in exchange it receives a term long enough to justify the investment.

The City took the buildings. The nonprofit took the term. That was the deal, and both sides signed it.

What the City got, for free

Under both agreements, every non-removable fixture and improvement becomes City property.³ The restored Filter Building is a City asset. The renovated Boomerang is a City asset. The boathouse itself, the largest in Texas and built entirely with donated money, is a City asset. White Rock Boathouse is responsible for all maintenance on all of it, and has been for eighteen years, out of its own operating budget.

The City of Dallas therefore acquired three restored or newly constructed lakefront buildings, at no capital cost, along with a revenue share and an annual maintenance obligation it did not have to fund. It is difficult to construct a version of this history in which the City is the injured party. The campaign in this report is still trying.

Why this section matters to everything that follows

Hold the following two facts side by side, because the rest of this report is the story of the collision between them. First: the building is worth a great deal, and whoever controls the contract controls the building. Second: the organization that built the building has a contract that automatically renews at its own option, without City approval.¹⁷ If you want the building, and you cannot buy it, and you cannot outbid it, and the contract renews without anyone's permission, there is exactly one route left. You have to get the contract taken away.

That is the route that was taken. The remainder of this report documents it step by step.

Notes

² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

¹² White Rock Boathouse, Inc., Articles of Incorporation, October 3, 2003, Filing 800254326, Texas Secretary of State.

¹³ White Rock Rowing, "History," whiterockrowing.org.

¹⁶ White Rock Boathouse, Inc., Development and Maintenance Agreement with the City of Dallas, dated March 21, 2007 (Boomerang) and related agreements, City of Dallas Office of the City Secretary.

¹⁷ City of Dallas Park and Recreation Department, presentation to the Park and Recreation Board, September 25, 2025, slides 6-8.

Part II. Eighteen Years of Delivering for the City of Dallas

In December 2024, the City of Dallas Park and Recreation Department briefed the Parks, Trails and Environment Committee on every rowing, sailing, and concession operator on White Rock Lake. That briefing was requested by Council Member Paula Blackmon. It is the single most useful document in this entire dispute, because it is the City grading everybody, and White Rock Rowing came out on top.

The City's own findings about White Rock Rowing

- \$54,020 in scholarships in 2023, more than double the \$25,000 minimum required by contract, and \$10,815 more than Dallas United Crew's \$43,205 in the same year.³
- \$25,365 paid to the City in FY2024, more than four times Dallas United Crew's flat \$6,200 annual fee, and more, in absolute dollars, than any other operator on the lake.³
- 289 youth rowers engaged in 2023, of whom 75 percent came from Dallas ISD.³
- 18 learn-to-row camps, recruiting events, and open houses in 2023, plus 600 volunteer hours.³

Read the DISD figure again, because the campaign against this organization is built on the claim that White Rock Rowing is a closed private club for wealthy families. The City's own briefing records that 75 percent of White Rock Rowing's 2023 scholarship recipients were Dallas ISD students. The comparable DISD figure for Dallas United Crew in the same document is 48.2 percent.³

Every operator on White Rock Lake, side by side

Operator	Fee structure	Paid to City FY2024	Who maintains it
White Rock Boathouse, Inc.	10% of gross revenue, Filter Building and Boomerang	\$25,365	WRBI.
Dallas United Crew	Flat annual fee	\$6,200	DUC maintains its own 2018 storage facility.
Corinthian Sailing Club	Flat annual license fee	\$10,980	Members. Over \$312,000 spent on maintenance since 2021.
White Rock Boat Club	Flat annual license fee	\$4,740	Club. \$176,928 spent on repairs since 2019.



Operator	Fee structure	Paid to City FY2024	Who maintains it
Dallas Paddle Co. / Dallas Kayak Co.	20% of gross rental revenue	\$12,517	Operator.
The Spirit of Dallas	15% of gross revenue	Specific FY2024 data unavailable (~\$44,300 cumulative since 2023)	Operator.

Six operators. One of them built its own facility with \$2.7 million in private money, maintains two historic City buildings, pays the City more than anyone else, and gives away more scholarship money than anyone else. That operator is the one that received a breach notice in July 2026.¹⁸ None of the other five has an anonymous website devoted to it.

Operator by operator, on the City's own findings

A table is easy to skim past, so here is what the City of Dallas actually wrote about each of the six operators it reviewed in December 2024. Read them in sequence and the claim that White Rock Rowing is an outlier collapses.³

1. Dallas United Crew

The City records DUC as a nonprofit urban water sports center operating on White Rock Lake since 2012, under an agreement executed in 2017 with an initial five-year term and two five-year renewals running through December 2032. DUC built a storage facility in 2018 and added a parking lot the same year at a cost of \$175,000. It pays the City \$6,200 annually, deposited into the White Rock Endowment Fund. Total membership is 389 across high school, middle school, adult, and other categories. Its contract requires a minimum of four on-campus recruiting events, introductory programs, reported volunteer hours, and a minimum of \$25,000 in needs-based scholarships. In 2023 DUC reported \$43,205 in scholarships, 48.2 percent DISD and 20.2 percent RISD, 18 recruiting events, 7 introductory programs, and 923.5 volunteer hours.³

2. White Rock Boathouse, Inc. / White Rock Rowing

The City records WRBI as the nonprofit that built the Boathouse next to the Filter Building, holding 120-plus racing shells, and that maintains and operates the Filter Building and the Boomerang on the City's behalf. The City receives 10 percent of gross revenue from the Filter Building and the Boomerang annually, and WRBI is responsible for all maintenance at both. All non-removable fixtures and improvements become City property. The same contractual minimum applies, \$25,000 a year in needs-based scholarships, and In 2023 WRBI reported \$54,020 in scholarships, 75 percent DISD, 289 youth rowers engaged, 18 learn-to-row camps plus recruiting events and an open house, and 600 volunteer hours.³

3. Corinthian Sailing Club

A membership sailing club on the lake since 1960, with 337 members and 183 davits, racks, and pads. Its current ten-year license was executed in 2024 at \$10,980 annually. From 2021 to

2023 it operated on a one-year renewable license paying the City \$955 a year. It has spent over \$312,000 on maintenance since 2021 and is solely responsible for its own maintenance, utilities, and operations.³

4. White Rock Boat Club

A membership sailing club on the lake since 1960, with 171 members and 79 davits, racks, and pads. Its current ten-year license was executed in 2023 at \$4,740 annually. In 2021 and 2022 it paid the City \$420 a year. It has spent \$176,928 on repairs since 2019 and has volunteered over 480 hours since 2023, and it administers the Sea Scouts.³

5. Dallas Paddle Company / Dallas Kayak Co.

The kayak, canoe, and paddleboard concession on the east shore, awarded in 2023 by the Office of Procurement Services on a three-year agreement at 20 percent of gross, plus capital improvements equal to 1.5 percent of gross annually. The City records \$31,943 received since 2023: \$19,426 in FY2023 and \$12,517 in FY2024. The prior vendor, White Rock Paddle, had operated since 2011 at 15 percent and returned \$69,231 in FY2020 and \$57,155 in FY2021.³ Part VII of this report documents what happened to that contract in December 2024.¹⁹

6. The Spirit of Dallas

A 38-foot catamaran operating under a one-year Outdoor Fee Based Permit, renewed since 2021, carrying 5,000 to 6,000 passengers a year at 15 percent of gross, approximately \$44,300 received since 2023.³

What the six entries add up to Two sailing clubs that paid the City \$955 and \$420 a year as recently as 2022 and 2023. A competing rowing club paying a flat \$6,200. A permit holder paying 15 percent. A concessionaire paying 20 percent who abandoned the contract. And White Rock Boathouse, Inc., which built its own facility with \$2.7 million in private capital, maintains three City buildings, pays 10 percent of gross on two of them, and returned \$25,365 to the City in FY2024, more than any other operator on the lake.³ Every operator on that list occupies public waterfront under a private agreement. Exactly one of them has an anonymous website attacking its operation in the name of 'accountability'.

What the City did with the money

The December 2024 briefing states that White Rock Boathouse's payments are deposited into the White Rock Lake and Filter Building/Boathouse Major Maintenance and Improvement Fund, and that the Park and Recreation Department has used those revenues for specific projects at the lake, naming a dredging study at \$103,099 and updating the Boathouse's ventilation system at \$49,890.³

Both numbers deserve a moment. The ventilation upgrade is a capital improvement to the building White Rock Boathouse itself built and privately financed, funded out of the rent White Rock Boathouse itself pays. The dredging study is the technical foundation of the most politically visible environmental project in Council District 9. In both cases the money

originated with this organization’s donors, members, and event clients, not with a Dallas taxpayer.

Three years of payments to the City, in full

\$102,970 paid to the City of Dallas over three fiscal years, from an organization that built the City buildings it pays rent on.³ The attack campaign’s central financial claim isolates one number from that table, the \$1,882 Boomerang line for FY2024, and presents it to the public as the total. It is not the total. It is 7.4 percent of the total for that year and 1.8 percent of the three-year total. Presenting it as the whole is not an error of arithmetic. It is a choice.

Fiscal year	Boomerang	Filter Building	Total paid to City
FY2024	\$1,882	\$23,482	\$25,365
FY2023	\$1,505	\$36,320	\$37,825
FY2022	\$1,350	\$38,430	\$39,780
Three-year total	\$4,737	\$98,232	\$102,970

Where the money went

The City’s December 2024 briefing also records what the Park Department did with White Rock Rowing’s payments. They went into the White Rock Lake and Filter Building/Boathouse Major Maintenance and Improvement Fund, and from there into two named projects: a \$103,099 dredging study and a \$49,890 upgrade to the boathouse ventilation system.³

Remember the dredging study The \$103,099 dredging study funded out of White Rock Rowing’s rent payments is the same dredging program that became the most visible and most criticized public works project in Council District 9 during 2023 and 2024. Part IV of this report explains why that matters. A council member who owns an unpopular dredge project needs a different story to tell about White Rock Lake. This report documents what happened when one was manufactured.

The Campaign about Accountability

If the principle animating the campaign against White Rock Boathouse is that private operators on public land require scrutiny and accountability, then the campaign should have a target list of six. It has a target list of one. An accountability movement with one target is not an accountability movement. It is a competitor with a website.

Notes

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

¹⁸ Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026.

¹⁹ City of Dallas open records production, Dallas Kayak Co. (Austin Brooks) notice of termination for convenience under Section 16 of the concession agreement, received by Park and Recreation Department, December 16, 2024.



Part III. The Trigger

Every dispute has a trigger moment before which nothing was wrong and after which nothing has been the same. In this dispute that moment is documented to the minute, in emails the City of Dallas itself released under the Texas Public Information Act.

July 26, 2024: the meeting nobody told White Rock Rowing about

Three months before Dallas United Crew ever approached White Rock Rowing, DUC approached the City. On the morning of Friday, July 26, 2024, at 9:27 a.m., Austin Brooks, DUC's Executive Director, emailed Maria Hasbany, the Park Board representative for District 9, and copied president@dallasunitedcrew.org.

The subject line was "DALLAS UNITED CREW: Growth Meeting."⁵

From: austin.brooks@dallasunitedcrew.org
Sent: Friday, July 26, 2024 9:27 AM
To: Hasbany, Maria <maria.hasbany@dallas.gov>
Cc: president@dallasunitedcrew.org
Subject: DALLAS UNITED CREW: Growth Meeting

Good morning Maria, Paula Miltenberger (DUC Board President) & myself would love to opportunity to sit down with you and Paula to discuss the amazing achievements Dallas United Crew has made from a growth and development stage. We are currently planning our next stage of growth but could use both your help answering questions to better understand where our efforts are best spent. I believe we can achieve everything in under an hour and would love to host you both at our offsite facility ... so you both can understand some of the actions our non-profit is providing to grant access and inclusion to a larger demographic of Dallas's population.

Read the parenthetical. Austin Brooks himself identifies Paula Miltenberger as DUC Board President, in writing, to a City official, on July 26, 2024.⁵ That single line disposes of any later suggestion that Miltenberger's role at Dallas United Crew was informal, ceremonial, or historical. She was the sitting president of the competing club, and the competing club's executive director was arranging a private meeting about "growth" with the council member and the Park Board appointee who together oversee the lake.

Hasbany forwarded the request internally the same morning with a question that tells you exactly what she understood the meeting to be about: "DUC has asked for a meeting with Paula and I. Can you remind me the details of their contract renewal dates, etc.?"²⁰ Contract renewal dates. Not youth outreach. Not learn-to-row programming. Contract renewal dates.

The pitch

In the fall of 2024, after that meeting had occurred, Paula Miltenberger and Austin Brooks came to White Rock Rowing. They sat down with Kevin Jones and Sue Ellen Chambers and proposed what they described as a collaboration. Records of that meeting maintained by this organization, and Kevin Jones's own contemporaneous written account of it sent to every party involved, establish what was actually on the table:²¹

1. Merge the two clubs into a single new club team operating out of the White Rock Boathouse.
2. Dissolve the existing structure. White Rock Boathouse would terminate its City contracts and start over under a new operating entity, with the existing board disbanded.
3. Move SMU out. Southern Methodist University's Division I rowing program, a tenant of this boathouse, would be relocated to DUC's facility and charged rent.
4. Give Jesuit and Ursuline a choice. Join the merged "super team" or move to the tent.

That is not a collaboration. That is an acquisition, structured as a favor. The organization being acquired would have had to voluntarily surrender a contract with two ten-year renewal options remaining on it, and then trust the acquiring party to write a new one.

October 28, 2024, 6:08 p.m.

The email record of what happened next begins at 6:08 p.m. on Monday, October 28, 2024, when president@dallasunitedcrew.org wrote to Kevin Jones and Austin Brooks and copied, and this is the part that matters, Maria Hasbany at dallas.gov, Paula Blackmon at dallas.gov, and John Jenkins at dallas.gov, along with tenant coaches at the boathouse.²³

From: president@dallasunitedcrew.org
Sent: Monday, October 28, 2024 6:08 PM
To: Kevin Jones; austin.brooks@dallasunitedcrew.org
Cc: Hasbany, Maria; paula.blackmon@dallas.gov; john.jenkins@dallas.gov; (tenant coaches)
Subject: Collaboration

Kevin, Let me correct some of your statements below for the group you have copied so I can clear up any misunderstandings. Over the summer, DUC organized an inclusive rowing camp that united rowers from across Dallas ... This enthusiasm inspired us to suggest an informal meeting over coffee with Sue Ellen and yourself to discuss the possibilities of a closer partnership, rather than presenting any formal proposals at this stage. Our goal was simply to open a dialogue about how our clubs might benefit from working more closely together, enhancing financial efficiency and creating a greater community impact... I am unsure of what "proposal" you shared with the group. Warm regards, Paula Miltenberger

November 1, 2024, 11:22 a.m.: the signature

Four days later, at 11:22 a.m. on Friday, November 1, 2024, the same address wrote again to the same distribution list, including the three City officials. This time the message closed with the line that ends any argument about who was doing the asking:⁴

From: president@dallasunitedcrew.org
Sent: Friday, November 1, 2024 11:22 AM
To: Kevin Jones; austin.brooks@dallasunitedcrew.org
Cc: Hasbany, Maria; paula.blackmon@dallas.gov; john.jenkins@dallas.gov; (tenant coaches)
Subject: Collaboration

Hi Kevin, I am reaching out because I've been waiting for a response to my email since Monday regarding the email you sent with city officials and tenants at the boathouse. It's crucial for us to address any misrepresentations that have been made. If a proposal was presented suggesting we aimed to form a "super team" or displace others, I can understand how that would raise concerns... Kevin, I kindly ask that you send an email clarifying what you have sent to the White Rock Rowing Board, SMU, Ursuline, Jesuit? I would also like you to clarify to our city officials that Dallas United Crew never sent you a proposal. I look forward to your swift response, Paula Miltenberger Board President

The smoking-gun signature "Paula Miltenberger, Board President." November 1, 2024. Sent from president@dallasunitedcrew.org. Copied to Paula Blackmon, John Jenkins, and Maria Hasbany at dallas.gov.⁴ Nineteen months later the Dallas Observer would identify the same Paula Miltenberger as an organizer of whiterocklakeaccountability.com, a website that presents itself to the public as a neutral citizens'accountability group with no connection to any rowing club.¹ Both things are documented. Both things are true. Only one of them is disclosed on the website.

November 4, 2024, 11:07 a.m.: the refusal At 11:07 a.m. on Monday, November 4, 2024, Kevin Jones answered on behalf of White Rock Boathouse. He put the actual content of the merger proposal in writing, to the same list of City officials, and he refused it.²¹

From: Kevin Jones <kevinjones@whiterockrowing.org>
Sent: Monday, November 4, 2024 11:07 AM
To: president@dallasunitedcrew.org; austin.brooks@dallasunitedcrew.org
Cc: Hasbany, Maria; Blackmon, Paula; Jenkins, John; (tenant coaches)
Subject: Re: Collaboration

Paula, I appreciate your efforts to address any misunderstandings. I will clarify what was specifically discussed at our collaboration meeting. We discussed a merger to form a new club team at the White Rock Boathouse and the potential removal of tenant programs. You inquired about our tenant contracts, discussed your vision to move SMU to your current facility while charging rent and that the other teams would either be integrated into the new club program or removed entirely. We raised concerns about the implications for our city contracts. I was assured that this collaboration conversation would remain confidential until we reached a consensus. However, I've learned that DUC has met with the city and some of our tenants without our knowledge. Our intention in copying the city officials and tenants on our email was to keep them informed, given that there had been prior discussions initiated with them by DUC. We felt it is essential to ensure transparency. After careful consideration, we have decided that pursuing a merger or collaboration is not feasible at this time, given our differing structures and obligations... Thank you for your understanding. Kevin Jones, White Rock Boathouse

What that email establishes

- A merger was discussed. Not a coffee. Not a vague partnership. A merger, forming a new club team at the White Rock Boathouse, with the removal of tenant programs on the table.²¹
- DUC inquired about White Rock Boathouse's tenant contracts, the commercial terms of a competitor's sublease arrangements.²¹
- DUC proposed moving SMU's Division I program to DUC's facility and charging it rent.²¹
- DUC had already met with the City and with White Rock Boathouse's own tenants, without telling White Rock Boathouse.²¹
- DUC asked that the discussion remain confidential until consensus was reached.²¹
- White Rock Boathouse said no, in writing, on November 4, 2024, with the council member, the parks director, and the Park Board representative all copied.²¹

Fifteen days

White Rock Boathouse refused the merger on November 4, 2024. Council Member Paula Blackmon issued her "Rowing Group Briefing" memorandum to Dallas rowing groups on November 19, 2024, announcing a citywide committee review of rowing contracts and partnerships.⁷ That is fifteen days.



The memo asserts, in its own words, that “there is no plan to merge or eliminate any groups.”⁷ That sentence was written fifteen days after a merger was refused in an email chain on which the council member herself was copied twice.²¹

Everything documented in the remaining parts of this report followed the refusal: the citywide review, the demand for four years of board minutes, the default notice after a completed renewal, the denial of the renewals at the Park Board, the anonymous website, and the breach notice. Not one of those things existed before it.

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

⁴ Email, president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), signed "Paula Miltenberger, Board President," to Kevin Jones and Austin Brooks, copying City officials, subject "Collaboration," November 1, 2024, 11:22 a.m., City open records production.

⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

⁷ Memorandum, Council Member Paula Blackmon, District 9, to Dallas Rowing Groups, "Rowing Group Briefing," November 19, 2024.

²¹ Email, Kevin Jones, White Rock Boathouse, to president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org) and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.

²³ Email, president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org) (Paula Miltenberger) to Kevin Jones and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Collaboration," October 30, 2024, City open records production.

Part IV. The Political Motive Paula Blackmon needed a win, and the boathouse was available

Who she is

City Council Member, District 9. Paula Blackmon represents District 9 on the Dallas City Council, a district that contains White Rock Lake. She assumed office on June 17, 2019 and is serving her fourth term. Before her election she was chief of staff to Mayor Tom Leppert and then to Mayor Mike Rawlings.

The dredge

White Rock Lake is silting in. Everyone in East Dallas knows it, and the dredging program has been the signature environmental headache of District 9 for years. The City's own December 2024 briefing identifies a \$103,099 dredging study as one of two named projects paid for out of the White Rock Lake and Filter Building/Boathouse Major Maintenance and Improvement Fund, the fund into which White Rock Rowing's rent is deposited.³

November 19, 2024: fifteen days after the refusal

On November 19, 2024, Council Member Blackmon issued a memorandum to "Dallas Rowing Groups" under the subject line "Rowing Group Briefing."⁷ It is a short document and it is worth reading closely, because it does three things at once.

"As we move into our new 'norm' of realizing the city must operate efficiently, the council, along with staff, is examining all expenditures, contracts, and partnerships while understanding how to capitalize on our assets... As a result, I have requested a briefing for the Parks, Trails, and Environment Committee to evaluate current contracts and partnerships with rowing groups."

Memorandum, Council Member Paula Blackmon to Dallas Rowing Groups, November 19, 2024.⁷

1. It frames the review as fiscal: efficiency, expenditures, capitalizing on assets. Not safety. Not access. Not youth outreach. Assets.
2. It announces a Parks Committee briefing that the council member herself requested, scheduled for December 2, 2024, thirteen days later. That is an extraordinarily fast turnaround for a citywide contract review of six operators.
3. It plainly states: 'Please know there is no plan to merge or eliminate any groups.'⁷

December 2, 2024: the review is delivered

The Parks, Trails and Environment Committee received the briefing on December 2, 2024, exactly as the memorandum specified. The result, documented in Part II of this report, was not what a council member building a case against White Rock Rowing would have wanted: the City’s own staff found that White Rock Rowing pays the City more than any other operator on the lake, gives more scholarship money than Dallas United Crew, and serves a scholarship population that is 75 percent Dallas ISD.³

The review that was supposed to produce a problem produced a commendation. What followed the review was not a retreat. It was an escalation: a demand for four years of corporate board minutes, delivered eight days before a contractual renewal deadline.²

June 2025: D Magazine puts the merger conversation on the record

In June 2025, D Magazine published a long profile of both rowing programs on White Rock Lake. In it, Council Member Blackmon confirmed on the record that she had discussed with Dallas United Crew’s executive director, Austin Brooks, what consolidating the two organizations might look like.⁶

“How does the rowing environment look moving forward in the city of Dallas, not at each of these organizations but as a collective unit?”

Council Member Paula Blackmon, describing what she and Austin Brooks discussed, D Magazine, June 13, 2025.⁶

Set that quotation against the November 19, 2024 memorandum. In November she told the rowing groups in writing that there was no plan to merge or eliminate any groups. In June she told a magazine that she and the executive director of one of those groups had discussed the rowing organizations “as a collective unit.” Both statements are hers. Only one of them can be a complete account.

Note also who was not in the conversation. A council member and the executive director of one nonprofit discussed the future disposition of a second nonprofit’s facility and contracts. The second nonprofit was not at the table. It found out from a magazine.

What We Know

This report does not assert that Paula Blackmon promised the White Rock Boathouse to Dallas United Crew. It asserts what the documents establish, which is narrower and, frankly, harder to explain away:

- She was copied on the merger correspondence.²¹
- She issued a citywide rowing-contract review fifteen days after the merger was refused.⁷
- She pre-denied a merger plan in that memo, before any public discussion of one existed.⁷
- She confirmed to D Magazine seven months later that she had discussed consolidation with DUC’s executive director.⁶

Her own Park Board appointee for the White Rock Lake area resigned in 2025 after what the Dallas Morning News and Dallas Observer described as a public falling-out with her.

A council member with a silting lake, a costly dredge program, and a term to defend needed a story about White Rock Lake that ended well. Removing an “unaccountable” operator and installing a “inclusive” one is that story. The only obstacle was a contract that renews without her permission, and an organization that said no.

Notes

² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

⁶ Roxanna Asgarian, "Meet the Crews That Row White Rock Lake," D Magazine, June 13, 2025.

⁷ Memorandum, Council Member Paula Blackmon, District 9, to Dallas Rowing Groups, "Rowing Group Briefing," November 19, 2024.

²¹ Email, Kevin Jones, White Rock Boathouse, to president@dallasunitedcrew.org and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.



Part V. The Front Group

What the site says it is whiterocklakeaccountability.com presents itself as a citizens' accountability organization concerned with the City of Dallas's management of public assets on White Rock Lake. It says it was organized in 2025. It says it is a nonprofit organization registered with the State of Texas. It says its work is built on open records obtained from the City of Dallas. It solicits public support and directs visitors to "TAKE ACTION."¹⁰

Its home page carries the following headline, set in the largest type on the site: "THE CITY IS CUTTING KIDS' PROGRAMS WHILE THIS SITS UNENFORCED." Beneath it are three photographs: the Filter Building, the Boomerang, and the Boomerang from across the lake.¹⁰



Exhibit 1. whiterocklakeaccountability.com home page. Note the navigation bar: EVIDENCE, BOARD, ACCESS, MONEY, TAKE ACTION. Two of those five links return 404 errors on the site's own server. Captured July 25, 2026, at whiterocklakeaccountability.com

What the domain registry says

A public RDAP query to Verisign, the authoritative registry for all .com domain names, returns the registration record for whiterocklakeaccountability.com. It is unambiguous:⁹

How to read a domain record, and why this one matters

Domain registration data is not private and it is not difficult to check. Verisign operates the authoritative registry for every .com name on earth and publishes an RDAP interface that any member of the public can query in a browser in a few seconds.⁹ Three fields in that record tell the story. pre-date its creation event, and no amount of website copy claiming a 2025 founding changes what the registry recorded.⁹

- The creation event. The registry timestamps the moment a name comes into existence. For whiterocklakeaccountability.com that moment is 2026-03-31 at 23:13:47 UTC. A domain cannot
- The registrar and the privacy screen. The sponsoring registrar is GoDaddy.com, LLC, IANA Registrar ID 146. No registrant name, organization, postal address, telephone number, or email appears in the public record, because the registration is shielded behind a privacy or proxy service. This is a paid, deliberate election made at the point of purchase. It is entirely lawful, it is entirely common for personal blogs and small commercial sites, and it is entirely inconsistent with an organization whose stated purpose is public accountability and which solicits public support.⁹
- The nameservers and the term. The name resolves through NS1.SITEGROUND.NET and NS2.SITEGROUND.NET, a commercial managed-hosting provider, and the registration was purchased for a single year, expiring 2027-03-31. Institutions that intend to exist for a decade generally do not buy a one-year name.⁹

Put those three fields together and the profile is not that of a neighborhood civic association that grew organically out of a 2025 concern. It is the profile of a purpose-built communications asset: bought anonymously, hosted commercially, published six weeks later, and pointed at a single target.

The BOARD page

The site's primary navigation contains a link labeled BOARD. A visitor clicking it is asking a reasonable question: who is behind this? The server's answer is a 404 error page. It is rendered, with genuine irony, beneath a blank grey silhouette of an anonymous human head.

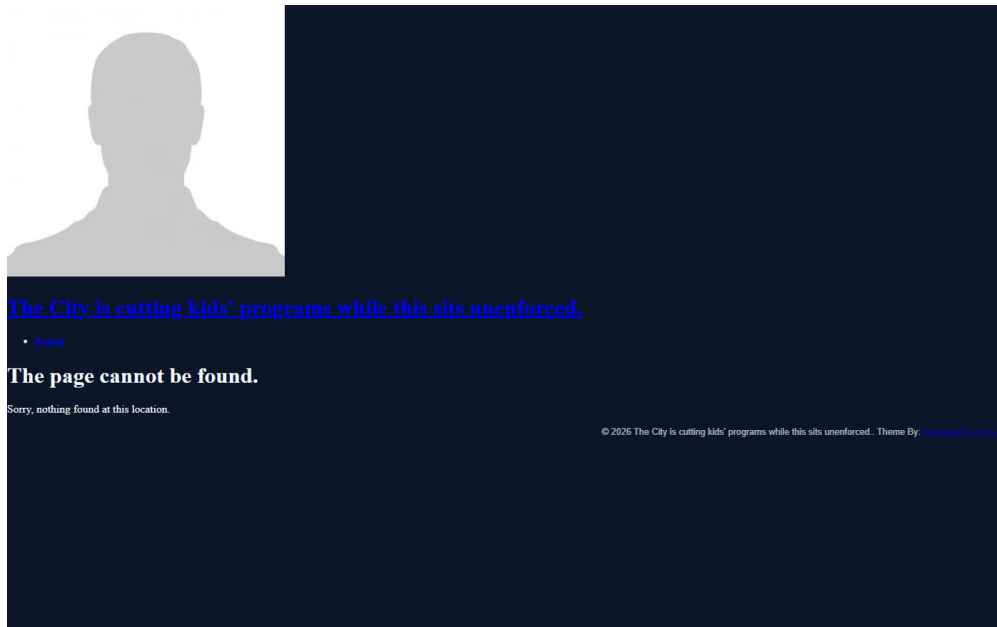


Exhibit 2. The BOARD page of whiterocklakeaccountability.com: “The page cannot be found. Sorry, nothing found at this location.” The placeholder portrait is the site’s own template asset. Captured July 25, 2026, at whiterocklakeaccountability.com/board

The MONEY page The same navigation bar contains a link labeled MONEY. The entire public argument of the campaign is financial: that White Rock Boathouse pays the City too little and discloses too little. A visitor clicking MONEY expects the campaign’s accounting. The server returns the same 404.

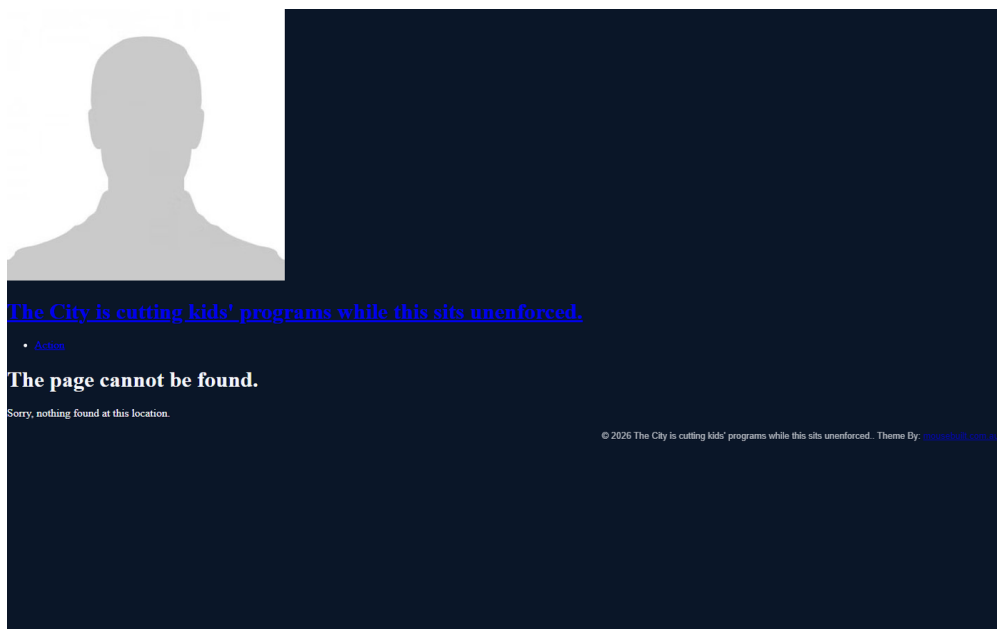


Exhibit 3. The MONEY page of whiterocklakeaccountability.com returns the identical 404 response. Captured July 25, 2026, at whiterocklakeaccountability.com/money

Two of the five items in the campaign’s own navigation, the two that would identify who runs it and how it is funded, do not exist. This is not a broken link on a subpage. These are the top-level menu items the organization itself chose to advertise.

The evidence library that is not there

The campaign’s credibility rests entirely on the claim that every assertion is sourced to a City of Dallas record. It publishes an “Evidence” library of links to documents hosted on Google Drive. Multiple links in that library return Google’s standard error page: “Sorry, the file you have requested does not exist.”²⁵

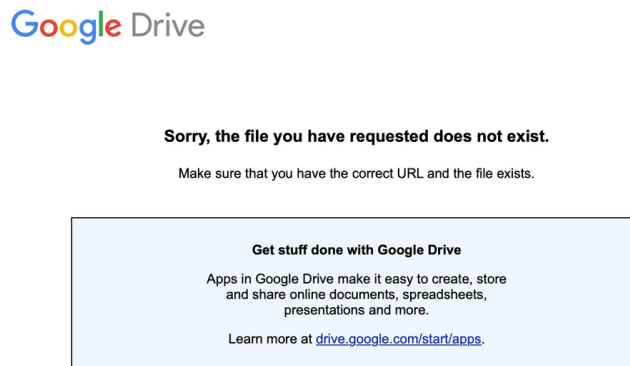


Exhibit 4. A source document linked from the campaign’s own evidence library. Google Drive response: the requested file does not exist. Captured July 25, 2026.

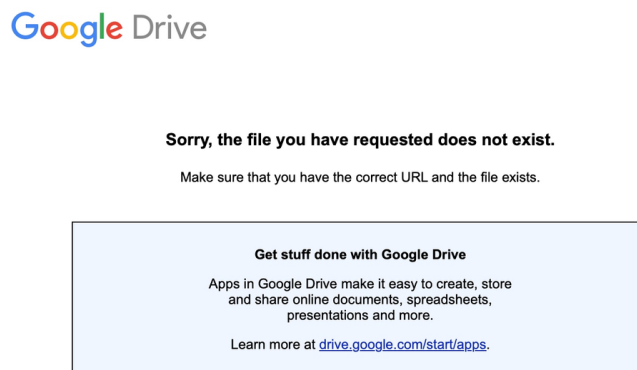


Exhibit 5. A second linked source document from the same evidence library, returning the same “file does not exist” response. Captured July 25, 2026.

An organization that demands that a nonprofit produce four years of corporate minutes cannot keep its own citations alive for four months. The people asking for receipts are running a website whose receipts return errors.

The campaign describes itself as a nonprofit organization registered with the State of Texas. The Internal Revenue Service maintains a free, public, authoritative database of every organization in the United States recognized as tax-exempt: the Tax Exempt Organization Search.¹¹ On July 25, 2026, that database was queried for “White Rock Lake Accountability” in the State of Texas.

The screenshot shows the IRS Tax Exempt Organization Search page. The search form is as follows:

Select Database	Search By	Search Term
Search All	Organization Name	White Rock Lake Accountability

Below the search form, the following fields are present:

City	State	Country
Enter City	Texas	United States

The search results section displays the message: "Your search did not return any results. Try again."

The footer contains the following links:

- OUR AGENCY: About IRS, Careers, Operations and Budget, Tax Statistics, Help, Find a Local Office
- KNOW YOUR RIGHTS: Taxpayer Bill of Rights, Taxpayer Advocate Service, Independent Office of Appeals, Civil Rights, FOIA, No FEAR Act Data
- RESOLVE AN ISSUE: IRS Notices and Letters, Identity Theft, Phishing, Tax Fraud, Criminal Investigation, Whistleblower Office
- LANGUAGES: Español, 中文 (简体), 中文 (繁體), 한국어, Русский, Tiếng Việt, Kreyòl ayisyen, English, Other Languages
- RELATED SITES: U.S. Treasury, Treasury Inspector General for Tax Administration, USA.gov, USApending.gov

Exhibit 6. IRS Tax Exempt Organization Search, organization name “White Rock Lake Accountability,” State: Texas, Country: United States. Result: “Your search did not return any results.” Captured July 25, 2026, at apps.irs.gov/app/eos

A broader query removes the possibility of a naming mismatch. Searching the same database for organizations in Texas containing “White Rock Lake” returns exactly four registered entities:¹¹

An official website of the United States government

IRS

Help | News | English | Charities & Nonprofits | Tax Profs

[Home](#) / [Title](#) / [Charities and Nonprofits](#) / [Search for Charities](#) / [Search for Tax Exempt Organizations](#) / Tax Exempt Organization Search

Tax Exempt Organization Search

Select Database

Search By

Search Term

Search All

Organization Name

White Rock Lake

City

State

Country

Enter City

Texas

United States

RESET

SEARCH

Search Tips

IRS

File | Pay | Refunds | Credits & Deductions | Forms & Instructions

Search

Showing 1-4 results of 4

EIN	Organization Name	City	State	Country	Database
26-3370358	FRIENDS OF THE WHITE ROCK LAKE DOG PARK INC	Dallas	Texas	United States	Form 990-H Auto-Revocation List
87-2480032	National Charity League Inc. White Rock Lake Chapter	Dallas	Texas	United States	Pub 78 Data Determination Letters Form 990-H
27-3741373	White Rock Lake Conservancy Inc.	Dallas	Texas	United States	Pub 78 Data Determination Letters Auto-Revocation List Copies of Returns
75-2483363	White Rock Lake Foundation	Dallas	Texas	United States	Pub 78 Data Determination Letters Form 990-H Auto-Revocation List Copies of Returns

Additional information

- [Frequently asked questions](#) - Exempt Organizations Select Check
- [Revocations of 501\(c\)\(3\) Determinations](#)
- [Suspensions Pursuant to Code Section 501\(n\)](#)
- [Exempt Organizations Business Master File Extract \(EO BMFE\)](#) - a list of organizations recognized as exempt by the IRS
- [Tax Exempt Organization Search Bulk Data Downloads](#)

OUR AGENCY

About IRS

Careers

Operations and Budget

Tax Statistics

Help

Find a Local Office

KNOW YOUR RIGHTS

Taxpayer Bill of Rights

Taxpayer Advocate Service

Independent Office of Appeals

Civil Rights

FOIA

No FEAR Act Data

RESOLVE AN ISSUE

IRS Notices and Letters

Identity Theft

Phishing

Tax Fraud

Criminal Investigation

Whistleblower Office

LANGUAGES

Español

中文 (简体)

中文 (繁體)

한국어

Русский

Tiếng Việt

Kreyòl ayisyen

English

Other Languages

RELATED SITES

U.S. Treasury

Treasury Inspector General for Tax Administration

USA.gov

USAspending.gov

Privacy Policy | Accessibility

Exhibit 7. The complete IRS results for “White Rock Lake” in Texas. Four organizations. None of them is named “Accountability.”Captured July 25, 2026, at apps.irs.gov/app/eos

WHITE ROCK
ROWING

WHITE ROCK BOATHOUSE, INC. | THE REPORT · 28

The screenshot shows the IRS Tax Exempt Organization Search interface. The page has a blue header with the IRS logo and navigation links. Below the header, there's a search bar and a 'Tax Exempt Organization Search' section. This section includes dropdown menus for 'Select Database' (set to 'Search All'), 'Search By' (set to 'Employer Identification Number (EIN)'), and 'Search Term' (with a placeholder 'XX-XXXXXXX or XXXXXXXXXX'). There are also input fields for 'City' (placeholder 'Enter City'), 'State' (set to 'All States'), and 'Country' (set to 'United States'). At the bottom of the search section are 'RESET', 'SEARCH', and 'Search Tips' buttons. Below the search section is a footer area with links for 'OUR AGENCY', 'KNOW YOUR RIGHTS', 'RESOLVE AN ISSUE', 'LANGUAGES', and 'RELATED SITES'.

Exhibit 8. The IRS Tax Exempt Organization Search interface used for both queries: a free, public federal database available to any reporter, donor, or council member who wishes to verify this result independently.

The disclosure gap, stated plainly White Rock Boathouse, Inc.: EIN 20-0702362, published on every financial statement; twenty-two years of Form 990 filings available free on ProPublica’s Nonprofit Explorer; a named board; a named CPA firm, Malnory, McNeal & Company, PC; audited City payment records; and a physical address at 2920 White Rock Road.¹⁵ White Rock Lake Accountability: no EIN, no IRS record, no Form 990, no named board, no named treasurer, no named officers, no physical address, no disclosed funding, a BOARD page that 404s, a MONEY page that 404s, dead evidence links, and a privacy-protected domain that is 116 days old.⁹ One of these two organizations is publicly accusing the other of a lack of transparency.

The campaign’s visual identity is a navy wordmark with an orange italic second line. It is competent, professional design work. It was not made by a neighborhood volunteer with a free website builder over a weekend, and neither was the rest of the site: a custom theme, professional photography, structured navigation, and a hosted evidence library. Someone paid for this.

Accountability for One

Strip the framing away and the campaign has a single operative demand: that the City of Dallas enforce against White Rock Boathouse, Inc. Not that the City enforce evenly across six operators. Not that the City restore the public kayak concession that has been dark for two seasons. Not that the City explain why its own Park Board representative for White Rock Lake resigned. One operator, one contract, one building.

Six weeks after the site went live, the City of Dallas issued exactly the Code of Conduct breach notice.¹⁸ The record establishes the sequence. Readers are entitled to draw the obvious conclusion about the relationship.

What White Rock Boathouse knows and what White Rock Boathouse does not

The record, without inference A website registered on March 31, 2026, behind privacy protection, on a one-year term.⁹ No IRS recognition of tax-exempt status under the name it uses, no published board, and a MONEY page that returns a 404 on its own server.¹⁰ Paid Meta advertising, running against White Rock Boathouse. Organized, on the Dallas Observer's report, by the immediate past Board President of Dallas United Crew.¹

Those are the facts, and they are all documented in this report. Readers will draw their own conclusions about how those facts relate to one another. White Rock Boathouse would prefer a public campaign that discloses its funders, files its returns, answers questions under its real name, and argues in daylight. That campaign would be welcome on this lake. It would also be answerable, which may be the reason it does not exist.

Registry field	Value
Domain	whiterocklakeaccountability.com
Registration date	2026-03-31 at 23:13:47 UTC
Expiration date	2027-03-31, a one-year registration
Last changed	2026-04-07
Registrar	GoDaddy.com, LLC (IANA Registrar ID 146)
Nameservers	NS1.SITEGROUND.NET, NS2.SITEGROUND.NET
Registrant	Not disclosed: privacy/proxy protected

Organization	EIN
Friends of the White Rock Lake Dog Park	26-3370358
National Charity League Inc, White Rock Lake Chapter	87-2480032
White Rock Lake Conservancy	27-3741373
White Rock Lake Foundation	75-2483363



Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

⁹ Verisign RDAP record for [whiterocklakeaccountability.com](https://www.whiterocklakeaccountability.com), queried July 25, 2026 (registration 2026-03-31T23:13:47Z; registrar [GoDaddy.com](https://www.godaddy.com), LLC; nameservers NS1/NS2.SITEGROUND.NET).

¹⁰ [whiterocklakeaccountability.com](https://www.whiterocklakeaccountability.com), home page and site navigation, captured July 25, 2026.

¹¹ Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026, <https://apps.irs.gov/app/eos/>.

¹⁵ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to December 31, 2024, compiled by Malnory, McNeal & Company, PC, compilation report dated April 30, 2025.

¹⁸ Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026.

²⁵ City of Dallas, Council Member Paula Blackmon, District 9, public statements and constituent correspondence, 2024-2026.



Part VI. The Face of the Front Group

Paula Miltenberger: DUC Board President, January 2025; campaign organizer, 2026

An anonymous campaign is only anonymous until it's outed. On July 24, 2026, the Dallas Observer named Paula Miltenberger.

What the Dallas media reported

In its July 24, 2026 report on the City's breach notice, the Dallas Observer identified Paula Miltenberger as one of the organizers of the White Rock Lake Accountability campaign and described her as an immediate past president of Dallas United Crew. The Observer quoted her directly on the campaign's demand:¹

"We're asking the city to examine this and to enforce the contract and look at access."

Paula Miltenberger, quoted in the Dallas Observer, July 24, 2026.¹

Twelve months from club president to campaign organizer

The sitting Board President of Dallas United Crew arranged a private meeting with the District 9 council member and her Park Board appointee in July 2024; pitched a merger that would have transferred control of the White Rock Boathouse to a new entity in the fall of 2024; was refused in writing on November 4, 2024; pressed City parks staff for a meeting with the Parks Director in January 2025; asked to put her own boats inside the boathouse; and by the summer of 2026 was the named organizer of an anonymous website demanding that the City investigate White Rock Boathouse as an operator.

whiterocklakeaccountability.com does not disclose one of its organizers was the Board President of the only other major rowing organization on White Rock Lake. It does not disclose that she personally pitched a merger to the organization the site attacks. It does not disclose that she was refused. It does not disclose her name at all: the BOARD page returns a 404.¹⁰ The public learned her name from a newspaper, not from the accountability campaign.

The title she has never used

In all associations with the White Rock Lake Accountability campaign, former DUC President, Paula Miltenberger has been identified only as an 'organizer' or as a 'resident.' The Dallas media supplied that description; the campaign never has.¹

Naming herself by that title, one time, in any statement or on any page of the site she organizes, would answer the single most important disclosure question in this dispute. It would cost her nothing but candor. She has chosen not to do it, and that choice is the clearest available evidence of what the campaign understands its own conflict of interest to be worth.

Date	Documented role	Source
July 26, 2024	Identified in writing by Austin Brooks as “DUC Board President” in an email requesting a private meeting with Council Member Blackmon and Park Board member Hasbany	City open records ⁵
Fall 2024	Pitches the merger of the two clubs to White Rock Boathouse alongside Austin Brooks	WRBI records; Kevin Jones email ²¹
Oct 28, 2024	Writes to Kevin Jones from president@dallasunitedcrew.org, copying three City officials	City open records ²³
Nov 1, 2024	Signs correspondence to City officials “Paula Miltenberger, Board President”	City open records ⁴
Jan 22-27, 2025	Presses Park Department staff to schedule a meeting with Director John Jenkins; copied with DUC Director Lisa Miller and Austin Brooks	City open records ²⁹
February 2026	Requests to store boats at the White Rock Boathouse; request denied	WRBI records ²²
Mar 31, 2026	whiterocklakeaccountability.com registered, privacy-protected, at GoDaddy	Verisign RDAP ⁹
June 5, 2026	Named by The Dallas Morning News as organizer of the website (corrected after initial publication)	Dallas Morning News (June 5, 2026)
July 24, 2026	Named by the Dallas Observer as an organizer of the campaign	Dallas Observer ¹

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

⁴ Email, president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), signed "Paula Miltenberger, Board President," to Kevin Jones and Austin Brooks, copying City officials, subject "Collaboration," November 1, 2024, 11:22 a.m., City open records production.

⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

²¹ Email, Kevin Jones, White Rock Boathouse, to president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org) and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.

²² White Rock Boathouse, Inc., contemporaneous correspondence and audited financial records retained by the organization.

²³ Email, president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org) (Paula Miltenberger) to Kevin Jones and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Collaboration," October 30, 2024, City open records production.

²⁹ Email chain, Paula Miltenberger and Lisa Miller to Superintendent Brett Wulke, copying Austin Brooks, Rachael Berry and Nicole Oliver, subject "Re: Dallas United Crew: Time to Chat," 2024, City open records production.



Part VII. DUC's Own Record

The organization whose past president organized a campaign arguing that White Rock Boathouse cannot be trusted with a City asset has its own documented history of City assets. It is not a flattering one. It is a pattern: promise big, deliver small, walk away.

Episode one: the 2012 boathouse that never broke ground

On November 14, 2012, the Dallas Park and Recreation Board entered into a twenty-year development agreement with DUC Boathouse, LLC, a wholly owned subsidiary of Dallas United Crew, Inc., to construct, operate, and maintain a privately financed boathouse at 2900 White Rock Road. DUC was to underwrite all construction and operating costs privately, at no cost to the City, and was given thirty-six months from execution to begin construction.³²

Three years later, the City's own agenda item recorded the result in a single flat sentence:

"The agreement reached its thirty-six-month period on November 14, 2015. To date, no construction has begun towards the boathouse or structures. As such, the City now has the option to terminate the agreement for convenience."

Dallas Park and Recreation Board, Agenda Information Sheet, December 3, 2015. Staff contact: John Jenkins.³²

The public reaction at the time was not sympathetic to DUC. The Dallas Observer's coverage of the collapse of the project carried the headline "Dallas United Crew Got Shot Down at White Rock Lake Because City Hall Did Its Job."³⁴ Advocate Magazine framed the fight as a test of where the public-private line sits on White Rock Lake.³⁵ Former Council Member Mark Clayton put the objection in one sentence: "That lake is a public lake, and that's a private facility on it."³⁵

Hold that quotation in mind. The argument that a private facility does not belong on a public lake was deployed, in 2015, against Dallas United Crew. It is now the animating argument of a campaign organized by Dallas United Crew's immediate past board president, aimed at the one operator on the lake that actually completed its building.

What DUC settled for

The 2012 boathouse never happened. DUC's current arrangement with the City was executed in 2017, for an initial five-year term with two five-year renewal options, running through December 2032. Under that agreement DUC built a storage facility in 2018 and added a parking lot the same year at a cost of \$175,000.

DUC pays the City a flat \$6,200 per year and maintains its own storage structure.³

Episode two: the kayak concession that was abandoned

In 2023, Dallas Kayak Co., doing business as Dallas Paddle Company and operated by Dallas United Crew Executive Director Austin Brooks, was awarded a three-year City concession contract for kayak, canoe, and paddleboard rentals on White Rock Lake. The terms: 20 percent of gross revenue to the City, plus annual capital reinvestment of 1.5 percent of gross.³

The previous vendor, White Rock Paddle, returned \$69,231 to the City in FY2020 alone, more than five times what the DUC-affiliated operator returned in FY2024, and more than the DUC-affiliated operator returned in both of its years combined.³

December 16, 2024: the walk-away

On or about December 16, 2024, six weeks after the merger was refused and two years into a three-year term, Dallas Kayak Co. sent the City a notice invoking Section 16 of the concession agreement and terminating for convenience. The notice cited two years of operating experience and the City's inability to make requested edits to the agreement.¹⁹

The consequence nobody at City Hall has been asked to explain. Because Dallas United Crew's executive director walked away from the kayak concession in December 2024, the public has had no kayak, canoe, or paddleboard rental access on White Rock Lake for the entire 2025 season and the entire 2026 season to date.¹⁹ Two full seasons. An entire category of public recreation on a public lake, gone, because a contractor exited early. There is no anonymous website about that. There is no breach notice about that. There is no council memorandum requesting a citywide review of paddle-sport partnerships. The operator that walked away is affiliated with the club whose past president now demands that the City enforce contracts more aggressively.

The Pattern, 3 Contracts, 3 Defaults

Three City engagements, three outcomes. In 2012, a twenty-year boathouse development agreement that produced no boathouse in thirty-six months and had to be considered for termination.³² In 2017, a consolation agreement producing a storage shed and a parking lot.³ In 2023, a three-year concession contract abandoned at the two-year mark, leaving the public without paddle access for two consecutive seasons.¹⁹

Against that record, White Rock Boathouse, Inc. raised \$2.7 million, restored two historic buildings, built the largest boathouse in Texas, opened it on schedule in 2008, has maintained all three properties at its own expense for eighteen years, has paid the City more than any other operator on the lake.

One of those two organizations is under a breach notice. It is not the one that walked away.

Fiscal year	Operator	Revenue share	Paid to City
FY2020	White Rock Paddle	15%	\$69,231
FY2021	White Rock Paddle	15%	\$57,155
FY2022	White Rock Paddle	15%	\$11,013
FY2023	Dallas Paddle Co. (Austin Brooks)	20%	\$19,426
FY2024	Dallas Paddle Co. (Austin Brooks)	20%	\$12,517
FY2025	None: contract abandoned	n/a	\$0
FY2026	None: still no public paddle access	n/a	\$0

Notes

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

¹⁹ City of Dallas open records production, Dallas Kayak Co. (Austin Brooks) notice of termination for convenience under Section 16 of the concession agreement, received by Park and Recreation Department, December 16, 2024.

³² Dallas Park and Recreation Board, Agenda Information Sheet, "Consider termination of the development and maintenance agreement between the City of Dallas and Dallas United Crew Boathouse," and related agenda materials, 2015-2017.

³⁴ Jim Schutze, "Dallas United Crew Got Shot Down at White Rock Lake Because City Hall Did Its Job," Dallas Observer, December 22, 2015, <https://www.dallasobserver.com/news/class-warfare-didnt-kill-white-rock-clubhouse-democracy-did-7872916/>.

³⁵ Statements of former Council Member and Park Board leadership regarding White Rock Lake public-private partnerships, City of Dallas public meeting minutes, 2015-2024.



Part VIII. The Set Up

In February 2026, Austin Brooks asked to store a boat at the White Rock Boathouse. The request was denied based on code of conduct guidelines for competing clubs. Weeks later, Paula Miltenberger made substantially the same request. Between the refusal of the merger and the appearance of the website, there is a documented middle chapter that has never been reported. Both principals tried to establish a physical presence inside the White Rock Boathouse.

The requests

The request was denied based on code of conduct guidelines for competing clubs. Weeks later, Paula Miltenberger made substantially the same request.²²

The sequence is the point

1. July 2024. Brooks requests a private meeting with Council Member Blackmon and Park Board member Hasbany, naming Miltenberger as DUC Board President.⁵
2. Fall 2024. Miltenberger and Brooks pitch a merger that would relocate SMU, absorb Jesuit and Ursuline, and dissolve the White Rock Boathouse board.²¹
3. November 4, 2024. Refused in writing, with three City officials copied.²¹
4. November 19, 2024. Blackmon launches the citywide rowing review.⁷
5. January 2025. Miltenberger and DUC Director Lisa Miller press City parks staff for a meeting with Director John Jenkins.²⁹
6. February 2026. Brooks asks to store a boat at the White Rock Boathouse. He was denied. Weeks later Miltenberger asks to store a boat at the White Rock Boathouse.²²
7. March 31, 2026. whiterocklakeaccountability.com is registered.⁹
8. May 2026. The site goes live.¹⁰

Read that ladder from the bottom rung up and the logic is obvious. First they tried to enter the Boathouse through a merger. When that failed, they tried to get inside through boat storage. When that failed, they went to work on the contract itself.

Why the denial was correct, and why it is now being used as a weapon

White Rock Boathouse houses more than 120 racing shells for its own programs plus its tenants: SMU, Jesuit, and Ursuline.³ Denying storage to two outside parties, both affiliated with a competing club with access to their own boathouse, was an operations decision that any boathouse manager in the country would have made.

The Code of Conduct provision the City is now demanding be rewritten, the one barring volunteer coaches and mentors from competing Dallas-area programs from joining White Rock Boathouse membership³⁹, is the same provision that would have prevented the executive director of a competing club from obtaining standing inside this building. The breach notice, in practical effect, asks White Rock Boathouse to delete the clause that stopped the bait operation.

State this plainly The City of Dallas has issued a formal breach notice, and WRBI denies this breach, demanding that White Rock Boathouse, Inc. remove from its website and rewrite the single provision of its Code of Conduct that excludes personnel of competing rowing programs from membership and access.¹⁸ The competing rowing program's executive director and immediate past board president had each, in the preceding year, requested boat storage in access to that facility, and been refused.

Notes

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

⁷ Memorandum, Council Member Paula Blackmon, District 9, to Dallas Rowing Groups, "Rowing Group Briefing," November 19, 2024.

⁹ Verisign RDAP record for whiterocklakeaccountability.com, queried July 25, 2026 (registration 2026-03-31T23:13:47Z; registrar GoDaddy.com, LLC; nameservers NS1/NS2.SITEGROUND.NET).

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

¹⁸ Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026.

²¹ Email, Kevin Jones, White Rock Boathouse, to president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org) and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.

²² White Rock Boathouse, Inc., contemporaneous correspondence and audited financial records retained by the organization.

²⁹ Email chain, Paula Miltenberger and Lisa Miller to Superintendent Brett Wulke, copying Austin Brooks, Rachael Berry and Nicole Oliver, subject "Re: Dallas United Crew: Time to Chat," 2024, City open records production.

³⁹ Dallas United Crew, membership enrollment and program access records, referenced in the City of Dallas December 2, 2024 committee briefing.

Part IX. The Timeline of Attack

A conspiracy is difficult to prove and easy to allege. A sequence is the opposite: it is simply what happened, in the order it happened, with a date attached to each entry. Here is the sequence.

Phase one: build it (2003–2008)

Phase two: the competitor tries and fails (2012–2024)

Phase three: the approach and the refusal (2024)

Phase four: the squeeze (2025)

Phase five: the campaign (2026)

What the timeline proves

Twenty-one months separate the refusal of the merger from the breach notice.

Coincidence is a real phenomenon and this report will not pretend otherwise. But coincidence does not usually arrive in a line, in order, each item fifteen to sixty days after the last, involving the same four people, aimed at the same single building.

Date	Event	Source
Oct 3, 2003	White Rock Boathouse, Inc. incorporated as a Texas nonprofit corporation. EIN 20-0702362.	Bylaws, Art. I ¹²
2004	The 1930s T&P boathouse (“the Boomerang”) is renovated with private funds.	Advocate Magazine ¹⁶
March 2007	Development Agreement executed. Nineteen-year initial term plus two ten-year options.	First Amended Petition ²

Date	Event	Source
2007-2008	The 1911 Filter Building is restored; the 26,500 sq ft White Rock Boathouse is built. Approximately \$2.7 million in private capital. No City funds.	First Amended Petition ²
2008	Boathouse opens. It is the largest boathouse in Texas.	City briefing ³
Nov 14, 2012	City executes a twenty-year development agreement with DUC Boathouse, LLC for a privately financed DUC boathouse. Thirty-six months to break ground.	Park Board agenda ³²
Nov 14, 2015	Deadline passes. No construction has begun. City considers termination for convenience. Staff contact: John Jenkins.	Park Board agenda ³²
2017	DUC executes a smaller agreement through December 2032, paying \$6,200 annually.	City briefing ³
2018	DUC builds a storage facility and a \$175,000 parking lot.	City briefing ³
2023	Dallas Kayak Co. dba Dallas Paddle Company, operated by DUC Executive Director Austin Brooks, wins a three-year City concession at 20 percent of gross.	City briefing ³
Feb 7, 2024	City sends DUC a second notice of insurance non-compliance across auto, general liability, and workers' compensation.	City open records ³⁷
Jul 26, 2024	Austin Brooks emails Park Board member Maria Hasbany requesting a private meeting with her and Council Member Paula Blackmon, naming Paula Miltenberger as DUC Board President.	City open records ⁵

Date	Event	Source
Jul 26, 2024	Hasbany asks internally for DUC's contract renewal dates.	City open records ²⁰
Fall 2024	Miltenberger and Brooks pitch the merger to Kevin Jones and Sue Ellen Chambers: dissolve the WRBI board, move SMU out, absorb or expel Jesuit and Ursuline.	WRBI records ²¹
Oct 28, 2024 6:08 pm	Miltenberger writes to Kevin Jones from president@dallasunitedcrew.org, copying Blackmon, Jenkins, and Hasbany.	City open records ²³
Nov 1, 2024 11:22 am	Miltenberger writes again, signing "Board President".	City open records ⁴
Nov 4, 2024 11:07 am	Kevin Jones refuses the merger in writing, describing the proposal in detail, with the council member, the parks director, and the Park Board representative copied.	City open records ²¹
Nov 19, 2024	Fifteen days later, Council Member Blackmon issues her "Rowing Group Briefing" memo announcing a citywide review of rowing contracts, stating "there is no plan to merge or eliminate any groups."	Blackmon memo ⁷
Dec 2, 2024	Parks, Trails and Environment Committee receives the review. It finds WRBI pays the City more than any other operator on the lake.	City briefing ³
Dec 16, 2024	Dallas Kayak Co. (Brooks) terminates the kayak concession for convenience, two years into a three-year term.	City open records ¹⁹

Date	Event	Source
Jan 22-27, 2025	Miltenberger and DUC Director Lisa Miller press Superintendent Brett Wulke to schedule a meeting with Parks Director John Jenkins.	City open records ²⁹
Jun 5, 2025	Eight days before the renewal deadline, City Parks staff demand four years of WRBI corporate board minutes, a demand WRBI's pleadings state did not originate in the Parks Department and cited no contract provision.	First Amended Petition ²
Jun 13, 2025	WRBI delivers timely renewal notices for both the Development Agreement and the Use Agreement, exactly as the contracts require.	First Amended Petition ²
Jun 13, 2025	D Magazine publishes its profile; Blackmon confirms discussing consolidation with Brooks.	D Magazine ⁶
Aug 7, 2025	City sends a notice alleging default over the minutes, after the renewals were already delivered.	First Amended Petition ²
Sep 2, 2025	WRBI delivers the minutes in redacted form, under protest.	First Amended Petition ²
Sep 22, 2025	WRBI files suit: Cause No. DC-25-18261, Dallas County district court.	Court docket ²
Sep 25, 2025	Park Board takes up the renewals the same month; City staff recommend considering higher rental rates "because original investments have been amortized."	Park Board presentation ¹⁷
Aug 11, 2025	Maria Hasbany announces resignation from the Park Board, effective September 30, 2025.	Dallas Observer ¹

Date	Event	Source
February 2026	Brooks, then Miltenberger, request boat storage inside the White Rock Boathouse. Both denied.	WRBI records ²²
Mar 31, 2026	whiterocklakeaccountability.com is registered at GoDaddy, privacy-protected, 23:13:47 UTC.	Verisign RDAP ⁹
Apr 7, 2026	Domain record last changed; SiteGround nameservers in place.	Verisign RDAP ⁹
Apr 24, 2026	Park and Recreation issues a cease and desist over security fencing at the Filter Building, citing Section 6.22.	Adebajo letter ⁴⁰
May 2026	The attack site goes live.	Site footer ¹⁰
May 29, 2026	WRBI files its First Amended Petition.	Court filing ²
Jul 8, 2026	John Jenkins issues the Notice of Breach over the 2025 Code of Conduct, with a thirty-day cure period.	Notice of Breach ¹⁸
Jul 15, 2026	WRBI counsel files a Texas Public Information Act request seeking the identity of whoever filed the open records requests behind the campaign.	Hart letter ⁴¹
Jul 16, 2026	WRBI files its response to the City's Plea to the Jurisdiction.	Court filing ⁴²
Jul 21, 2026	The court DENIES the City's Plea to the Jurisdiction in full. The lawsuit proceeds.	Signed order ⁴³
Jul 24, 2026	Dallas Observer reports the breach notice, names Paula Miltenberger as a campaign organizer. Hoodline follows.	Dallas Observer ¹ ; Hoodline ³⁸

Date	Event	Source
Jul 24, 2026	Austin Brooks writes to DUC members: "Dallas United Crew is NOT trying to take over the White Rock Boathouse."	Brooks letter ²⁸
Jul 25, 2026	This report is compiled and published.	This report

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

⁴ Email, president@dallasunitedcrew.org, signed "Paula Miltenberger, Board President," to Kevin Jones and Austin Brooks, copying City officials, subject "Collaboration," November 1, 2024, 11:22 a.m., City open records production.

⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@dallasunitedcrew.org, subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

⁶ Roxanna Asgarian, "Meet the Crews That Row White Rock Lake," D Magazine, June 13, 2025.

⁷ Memorandum, Council Member Paula Blackmon, District 9, to Dallas Rowing Groups, "Rowing Group Briefing," November 19, 2024.

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

¹⁶ White Rock Boathouse, Inc., Development and Maintenance Agreement with the City of Dallas, dated March 21, 2007 (Boomerang) and related agreements, City of Dallas Office of the City Secretary.

¹⁷ City of Dallas Park and Recreation Department, presentation to the Park and Recreation Board, September 25, 2025, slides 6-8.

¹⁸ Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026.

¹⁹ City of Dallas open records production, Dallas Kayak Co. (Austin Brooks) notice of termination for convenience under Section 16 of the concession agreement, received by Park and Recreation Department, December 16, 2024.

²⁰ City of Dallas open records production, Park and Recreation Department correspondence (Brett Wulke custodian file), released under the Texas Public Information Act.

²¹ Email, Kevin Jones, White Rock Boathouse, to president@dallasunitedcrew.org and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.

²² White Rock Boathouse, Inc., contemporaneous correspondence and audited financial records retained by the organization.

²³ Email, president@dallasunitedcrew.org (Paula Miltenberger) to Kevin Jones and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Collaboration," October 30, 2024, City open records production.

²⁸ Letter, Austin Brooks, Executive Director, Dallas United Crew, to "DUC Family," July 24, 2026.

²⁹ Email chain, Paula Miltenberger and Lisa Miller to Superintendent Brett Wulke, copying Austin Brooks, Rachael Berry and Nicole Oliver, subject "Re: Dallas United Crew: Time to Chat," 2024, City open records production.



³² Dallas Park and Recreation Board, Agenda Information Sheet, "Consider termination of the development and maintenance agreement between the City of Dallas and Dallas United Crew Boathouse," and related agenda materials, 2015-2017.

³⁷ Email, City of Dallas Risk Management (Pamela Reed) to Austin Brooks, "2nd Notice: Certificate of Insurance: Dallas United Crew; Not in Compliance," February 7, 2024, 4:25 p.m., City open records production.

³⁸ Isabella Rodriguez, "Dallas Slaps White Rock Boathouse With Breach Notice In Lakefront Showdown," Hoodline, July 24, 2026, <https://hoodline.com/2026/07/dallas-slaps-white-rock-boathouse-with-breach-notice-in-lakefront-showdown-6962114/>.

⁴⁰ Letter, Olusola Adebajo, Superintendent, Dallas Park and Recreation, to Sue Ellen Chambers, cease and desist regarding fencing, April 24, 2026.

⁴¹ Letter, Karen L. Hart, Bell Nunnally & Martin LLP, to City of Dallas Open Records Division, Texas Public Information Act request, July 15, 2026.

⁴² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's Brief in Support of Response to Plea to the Jurisdiction, filed July 16, 2026.

⁴³ White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Order Denying Defendant's Plea to the Jurisdiction, signed July 21, 2026.

Part X. The Press Amplified the Message

On June 5, 2026, The Dallas Morning News ran the story under the joint byline of María Ramos Pacheco and Alyda Muela, staff writers, headlined "Dallas residents press for oversight in White Rock Lake boathouse dispute" with the deck line "A lawsuit and proposed park budget cuts fuel White Rock Lake boathouse fight." The piece framed the matter as an escalating conflict between residents seeking city accountability and the nonprofit that operates the facilities. It introduced White Rock Lake Accountability as a "new initiative" and "coalition," surfacing weeks after the City proposed a \$14 million cut to the Parks Department budget. Paula Miltenberger was quoted at length; the reporters described her as "one of the voices behind the campaign who became involved after her sons participated in rowing programs," and identified her as the immediate past president of Dallas United Crew, "a competing rowing organization at White Rock Lake." Board President Sue Ellen Chambers was quoted answering the coalition's revenue claims and stating that the dispute "revolves around someone wanting to take the asset and transfer it to another party." The story reported the pending lawsuit, the 2036 term White Rock Boathouse is seeking to affirm, and the City's decision, through Parks staff and Council Member Paula Blackmon, to decline comment on the litigation. It was, in most respects, the story the campaign needed.

A campaign of this size cannot move a City contract by itself. An anonymous website does not cancel a development agreement. A privacy-protected domain does not schedule a Park Board vote. Council members do not act on pressure that nobody can see. From the beginning, the campaign documented in this report has needed a megaphone larger than itself, and in Dallas that megaphone is the local press.

Why the press was the necessary ingredient

What it does reach is a reporter. A website with a serious-sounding name, a set of City documents attached to it, and one organizer willing to give a quotable line is enough raw material for a news story. On June 5, 2026, The Dallas Morning News ran a story by Maria Ramos Pacheco and Alyda Muela that highlighted the fight for the Boathouse. Once the story runs, the campaign no longer has to be big. It only has to be cited. A council office can then point to coverage rather than to the campaign, staff can point to the coverage as evidence of concern.

This is where this report has to be precise, because the distinction matters. The press did not invent this dispute, did not register the domain, did not write the demands, and does not benefit from the outcome. The press was used. The failure of the Dallas outlets that have covered this story is a failure of verification. Every one of them printed something true. Not one of them made the effort to dig into the real players.

The Dallas Observer, July 24, 2026

Austin Wood's July 24, 2026 story in the Dallas Observer obtained the City memo, reported the thirty-day cure period accurately, and noted that the original notice had been sent on July 8. He sought and printed Sue Ellen Chambers's response on behalf of White Rock Boathouse, including her statements that the lawsuit and the notice are connected, that "our code of conduct is consistent with the standard codes of conduct found at many rowing clubs across the country," and that "our attorneys are preparing a formal response to the Park's notice of default."¹ He reported that the dispute "has notably led to the resignation of Maria Hasbany," who represented the White Rock Lake area on the Park Board "until a public falling-out with District 9 council member Paula Blackmon in 2025."¹ He also identified Paula Miltenberger he identified her as "one of the group's organizers" and as "an immediate past president of Dallas United Crew."¹

Every one of those facts is in this report because a Dallas Observer reporter put it in print. White Rock Boathouse says that plainly.

Here is what the story did not do. It took the City's memo as the frame of the story without independently testing the underlying access dispute the memo asserts. The memo's premise is that a conflict-of-interest clause in a youth club's code of conduct is a public-access problem. Nobody appears to have asked the Park Department the obvious follow-up questions: which member of the public was denied access, on what date, by which clause, and how many of the other five operators on the same lake were measured against the same standard.³ The answer to the last question is none. That answer was available for the asking.

Second, and more consequentially, the story treated whiterocklakeaccountability.com as a legitimate "advocacy group," describing the underlying complaint as "a creation of an advocacy group, White Rock Accountability."¹ That characterization was accepted without any of the checks a reporter would run on a source that asks for enforcement against a named nonprofit. Nobody asked who registered the domain, which a public registry answers in one query and which shows a registration date of March 31, 2026 behind privacy protection at GoDaddy.⁹ Nobody asked whether the group is a registered nonprofit, which the free federal Tax Exempt Organization Search answers in one search and which returns no result for it.¹¹ Nobody asked why the group's own BOARD page and MONEY page return 404 errors on its own server.¹⁰

The asymmetry inside one story Named, quoted, and asked to respond: White Rock Boathouse, Inc., its board chair, its code of conduct, its litigation posture, and its contract status.¹ Not named, not asked to respond, and not verified: who runs the group that generated the complaint, who pays for it, when it came into existence, and whether it legally exists at all.⁹ The nineteen-year-old nonprofit with a published EIN was held to a standard of accountability. The hundred-day-old website demanding its contract was not held to any.

Hoodline, July 24, 2026

On the same day, Hoodline published a piece under the byline Isabella Rodriguez titled “Dallas Slaps White Rock Boathouse With Breach Notice in Lakefront Showdown.”³⁸ Hoodline is an aggregator. Its Dallas coverage consists largely of artificial-intelligence-assisted rewrites of reporting done by other outlets, in this instance the Dallas Observer. The Hoodline piece contains no evidence of an independent telephone call, no evidence of a records request, and no evidence that anyone at Hoodline contacted White Rock

Boathouse, Inc., the Park Department, or the group whose complaint drives the story.

The practical effect is that one unverified characterization becomes two published characterizations, on two different domains, within the same news cycle. To a council member scanning coverage, and to a search engine ranking it, that looks like corroboration. It is not corroboration. It is duplication. The second story inherited every gap in the first one and added a headline verb.

D Magazine, June 2025

Roxanna Asgarian’s June 13, 2025 feature in D Magazine, “Meet the Crews That Row White Rock Lake,” is the most substantial reporting anyone has done on this subject, and this report has relied on it throughout.⁶ She did the work that the 2026 coverage did not. She interviewed Chip Northrup, Sue Ellen Chambers, Kevin Jones, Maria Hasbany, Austin Brooks, Paula Blackmon, and the athletes themselves. She put Council Member Blackmon on the record confirming that she had discussed with Austin Brooks what it might look like to consolidate the two clubs under one banner.⁶ Without that paragraph, the most important political fact in this dispute would still be unpublished.

Two questions were still missing. The first is the one that follows directly from her own scoop. A sitting council member told a magazine that she had privately discussed consolidating two clubs, one of which holds a City contract with automatic renewal options, with the executive director of the other one. Nobody asked whether that conversation was appropriate for a sitting council member to be having at all, whether the nonprofit whose contract was the subject of the conversation was told about it, or whether the council office disclosed it. The City’s own email production shows that Brooks requested that meeting environment three months before Dallas United Crew ever approached White Rock Rowing.⁵

Her own Park Board appointee for the White Rock Lake area resigned in 2025 after what the Dallas Morning News and Dallas Observer described as a public falling-out with her.

Seven questions any journalist could have asked, and none did

1. Who registered whiterocklakeaccountability.com? The public registry answers the date and the registrar in one query and shows the registrant hidden behind privacy protection. Somebody bought it, and that person has a name.⁹
2. Is the group a 501c3 or a registered non profit with the state of Texas? The IRS Tax Exempt Organization Search or the Texas Secretary of State search is free, public, and takes about fifteen seconds. It returns no result for White Rock Lake Accountability in Texas.¹¹
3. Who is on its board? The group publishes a BOARD link in its own top-level navigation. That link returns a 404 on the group's own server.¹⁰
4. Why did Council Member Blackmon's own Park Board appointee resign? Maria Hasbany sat through the merger presentation, was copied on the correspondence, and left after a public falling-out with the council office.¹
5. How many times has Council Member Blackmon met with Austin Brooks in the last twenty-four months? The City's open records production answers this, and it is available to any reporter who files the request this organization's counsel already filed.²⁰
6. Who paid for the graphic design, the hosting, and any legal review of the campaign's site? The wordmark is professional work, the theme and hosting cost money, and the group's own MONEY page returns a 404.¹⁰
7. Have you checked Meta's Ad Library for the sponsored posts run by this account, and, if so, who is the disclosed advertiser and what is the total spend? The account is running paid advertisements on Instagram, which means there is a billing profile, a payment method, and a buyer of record at Meta.²⁶

Not one of those five questions requires a source, a leak, or a lawyer. All of them can be answered from a browser or a public database in under ten minutes. They were not asked because the story already had a shape: a City memo, a court date, and a website with confident language.

an aggrieved advocacy group, and a nonprofit on the defensive. The shape was the campaign's. The reporting filled it in.

Item	Disclosure
Legal name	White Rock Boathouse, Inc.
Assumed name (d/b/a)	White Rock Rowing
Entity type	Texas nonprofit corporation, incorporated October 3, 2003
Federal EIN	20-0702362, printed in the footer of every financial statement the organization publishes

Item	Disclosure
Federal tax status	Exempt under IRC § 501(c)(3); public charity
Texas Secretary of State	Certificate of formation and assumed name filings publicly filed with the Texas Secretary of State and available from that office to any requester
Registered agent and principal office	On file with the Texas Secretary of State; principal office at 2920 White Rock Road, Dallas, Texas 75214, with mail at P.O. Box 140935, Dallas, Texas 75214
IRS determination status	Verifiable at apps.irs.gov/app/eos by any member of the public, by name or by EIN

Metric	2023 (City-verified)	2024	2025	Q1 2026
Youth rowers engaged	289 ³	Compiled annually and reported to the City	Compiled annually and reported to the City	In progress
Dallas ISD share of scholarship recipients	75% ³	Reported to the City	Reported to the City	In progress
Direct youth financial aid and scholarships	\$54,020 ³	\$37,780 ¹⁵	\$32,848 ⁴⁴	\$2,839 ⁴⁶
Learn-to-row camps, recruiting events, open houses	18 ³	Reported to the City	Reported to the City	In progress
Volunteer hours	600 ³	Reported to the City	Reported to the City	In progress
Rent paid to the City of Dallas	\$37,825 (FY2023) ³	\$25,365 ¹⁵	\$23,993 ⁴⁴	\$1,500 ⁴⁶

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.



⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

⁶ Roxanna Asgarian, "Meet the Crews That Row White Rock Lake," D Magazine, June 13, 2025.

⁹ Verisign RDAP record for [whiterocklakeaccountability.com](https://www.whiterocklakeaccountability.com), queried July 25, 2026 (registration 2026-03-31T23:13:47Z; registrar [GoDaddy.com](https://www.Godaddy.com), LLC; nameservers NS1/NS2.SITEGROUND.NET).

¹⁰ [whiterocklakeaccountability.com](https://www.whiterocklakeaccountability.com), home page and site navigation, captured July 25, 2026.

¹¹ Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026, <https://apps.irs.gov/app/eos/>.

¹⁵ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to December 31, 2024, compiled by Malnory, McNeal & Company, PC, compilation report dated April 30, 2025.

²⁰ City of Dallas open records production, Park and Recreation Department correspondence (Brett Wulke custodian file), released under the Texas Public Information Act.

²⁶ Sponsored Instagram post published by the account @whiterocklakeaccountability, captured July 2026. Screen image on file with the Board of Directors, White Rock Boathouse, Inc.

³⁸ Isabella Rodriguez, "Dallas Slaps White Rock Boathouse With Breach Notice In Lakefront Showdown," Hoodline, July 24, 2026, <https://hoodline.com/2026/07/dallas-slaps-white-rock-boathouse-with-breach-notice-in-lakefront-showdown-6962114/>.

⁴⁴ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to December 31, 2025, compiled by Malnory, McNeal & Company, PC, compilation report dated April 29, 2026.

⁴⁶ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to March 31, 2026, internal unaudited draft.

Part XI. The Park Board Rep with a Conscience

Of every fact in this report, this is the one the City of Dallas has never explained and has never been asked to explain in public.

What the Dallas Morning News confirmed in print

“The dispute has notably led to the resignation of Maria Hasbany, who represented the White Rock Lake area on the park board until a public falling-out with District 9 council member Paula Blackmon in 2025.”

Robert Wilonsky, "Park board member quits after row with council member over White Rock Lake," Dallas Morning News, August 12, 2025.

Who she was in this story

Maria Hasbany was the Park and Recreation Board representative for District 9, the White Rock Lake district, appointed under Council Member Paula Blackmon. She is not a White Rock Rowing partisan. She was the City’s own person in the room.

She was in every room that matters in this report:

- She received Austin Brooks’s July 26, 2024 request for the private “growth” meeting with herself and Council Member Blackmon.⁵
- She asked, the same morning, for DUC’s contract renewal dates.²⁰
- She sat through the merger presentation Dallas United Crew delivered to City officials before White Rock Boathouse was ever told about it.²²
- She was copied on every message in the October-November 2024 merger correspondence.²¹
- She told D Magazine, on the record, that any consolidation would require White Rock Boathouse’s agreement because White Rock Boathouse holds the lease.⁶

“At the end of the day, it’s a contract, and if you’re not in breach, it’s pretty hard to go in and pull somebody’s contract.”

Maria Hasbany, Park Board representative for District 9, D Magazine, June 13, 2025.⁶

Read that quotation again

“If you’re not in breach, it’s pretty hard to go in and pull somebody’s contract.” That sentence was published in June 2025. Thirteen months later the City of Dallas issued White Rock Boathouse a formal Notice of Breach.¹⁸

The Park Board representative for the district identified, in a magazine, the single obstacle standing between the City and the removal of White Rock Boathouse: the absence of a breach. That obstacle was subsequently removed.

And then she quit

Maria Hasbany resigned from the Dallas Park and Recreation Board in 2025, after what the Dallas media describes as a public falling-out with Council Member Blackmon, and the Observer directly attributes the resignation to this dispute.¹

Why insiders resigning matters more than critics complaining

Anyone can build a website. Anyone can file an open records request. Anyone can tell a reporter that a nonprofit board is too insular. Those are cheap acts, available to anybody with a grievance and a weekend.

Resigning a City board seat is expensive. It costs the appointee her standing, her influence, her relationship with the council member who appointed her, and her role in a community she cared enough about to serve. People do not pay that price over a paperwork disagreement. They pay it when they are being asked to put their name to something they will not put their name to.

White Rock Boathouse does not claim to know what Maria Hasbany was asked to do. It observes what the record shows: she was the person best positioned to evaluate the merits, she said publicly that you cannot pull a contract without a breach, and she left.

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

⁵ Email, Austin Brooks, Executive Director, Dallas United Crew, to Park Board member Maria Hasbany, copying president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org), subject "DALLAS UNITED CREW: Growth Meeting," July 26, 2024, 9:27 a.m., City open records production.

⁶ Roxanna Asgarian, "Meet the Crews That Row White Rock Lake," D Magazine, June 13, 2025.

¹⁸ Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026.

²⁰ City of Dallas open records production, Park and Recreation Department correspondence (Brett Wulke custodian file), released under the Texas Public Information Act.

²¹ Email, Kevin Jones, White Rock Boathouse, to president@[dallasunitedcrew.org](mailto:president@dallasunitedcrew.org) and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.

²² White Rock Boathouse, Inc., contemporaneous correspondence and audited financial records retained by the organization.

Part XII. The Code of Conduct

On July 8, 2026, the Director of Dallas Park and Recreation issued White Rock Boathouse, Inc. a formal Notice of Breach because of the wording of its Code of Conduct.

What the City actually alleged

The Notice of Breach runs two pages and rests on two provisions of the Development Agreement, Resolution No. 22-5339. The first is Section 8.10:¹⁸

“The Premises and all operations and services provided at or through the Premises shall remain open and accessible for public use in accordance with rules of membership and access established by Boathouse and as approved by the Park Director. The hours of open operation and special events shall be commercially reasonable and consistent with good practices and standards within the industry.”

Development Agreement § 8.10, quoted in the City’s Notice of Breach, July 8, 2026 (emphasis in the original).¹⁸

The City’s position is that the membership and access rules in the Code of Conduct required the Park Director’s review and approval, that the 2025 Code of Conduct posted at whiterockrowing.org was never submitted for that approval, and that it is therefore out of compliance with Section 8.10.¹⁸

The second provision is Section 1.4, which requires the premises to be maintained and operated for the use and enjoyment of “all segments of the Dallas community” and “to be used and enjoyed by the citizens of Dallas.” The City states that the Code of Conduct’s public access and membership policies do not comply.¹⁸

The one clause the whole dispute is about

The provision the City objects to 'Anyone employed by or volunteering as a coach or mentor for another junior, middle school, or adult rowing program in the Dallas area will not be accepted as a participant in our programs or club membership due to the conflict of interest it poses for the clubs.'³⁹ That sentence is the reason a nineteen-year-old contract is in default proceedings.

Is this clause unusual? No.

Conflict-of-interest and exclusive-affiliation provisions are ordinary in American club sport. USRowing member clubs routinely require athletes to compete under a single club affiliation and restrict coaching staff from working simultaneously for competing member organizations, for the obvious reasons: recruiting integrity, athlete safety, equipment control, and competitive fairness. Junior sail programs, private tennis academies, and youth soccer clubs routinely publish similar clauses. Every private organization sharing a recruiting pool need a rule about poaching.

Who tried to get inside

As documented in Part VIII, in February 2026 the Executive Director of Dallas United Crew and, weeks later, the immediate past Board President of Dallas United Crew each requested storage inside the White Rock Boathouse.²²

Fourteen months later the City of Dallas issued a breach notice demanding the deletion of the clause that governs exactly that situation. This report states the sequence and declines to characterize the City's intent. The sequence is enough.

Section 8.10 requires that rules of membership and access be "approved by the Park Director." The City's notice asserts that the 2025 Code of Conduct was never submitted for that approval.¹⁸ What Section 8.10 does not say, and what the City's own notice does not claim it says, is that the Park Director may dictate the substance of a nonprofit's internal membership rules, or that a conflict-of-interest clause is per se unlawful.

Nor does the Development Agreement contain the words 'code of conduct' anywhere. The City is hanging a default, and in the same letter a claim that the entire agreement terminated in March 2026, on an approval requirement for 'rules of membership and access' that this organization has operated under, in substantially the same form, for eighteen years without objection.¹⁸ A detailed response from her on a membership-related inquiry concerning the code of conduct.

The Superintendent's own words, August 29, 2023

Dallas Park and Recreation, in writing, on the same question

Before the July 8, 2026 Notice of Breach, the City itself put the opposite position in writing. On August 29, 2023 at 1:51 p.m., the Superintendent of the Dallas Park and Recreation Department, Brett Wulke, wrote directly to the Board Chair of White Rock Boathouse, Inc. after receiving a detailed response from her on a membership-related inquiry. The full text of that email, is reproduced below.

From: "Wulke, Brett" <brett.wulke@dallas.gov>
Subject: RE: White Rock Rowing Membership
Date: August 29, 2023 at 1:51:58 PM CDT
To: chambers.sue22 <chambers.sue22@gmail.com>
Cc: Jonathan Thalheimer <jthalheimer@mcslaw.com>

Thank you, Sue Ellen. Completely agree that we do not want to continue involving ourselves in these business decisions. I know you are aware though, we want and need a good relationship with City Council so it is in our best interest to provide information when it is requested. I hope this response puts this item to rest and holds any potential future items at bay. I do thank you for the detailed response and wish you all continued success in your program.
Thanks,



Brett Wulke, Superintendent
City of Dallas | dallasparks.org
Dallas Park and Recreation
Department
5620 Parkdale
Dallas, Texas 75227
O: 214.670.4236
brett.wulke@dallas.gov



****OPEN RECORDS NOTICE:** This email and responses may be subject to the Texas Open Records Act and may be disclosed to the public upon request. Please respond accordingly.**

Exhibit 15. Email from Brett Wulke, Superintendent, Dallas Park and Recreation Department, to Sue Ellen Chambers (Board Chair, White Rock Boathouse, Inc.). Subject: "RE: White Rock Rowing Membership." Sent August 29, 2023 at 1:51:58 p.m. CDT. Produced under the Texas Public Information Act.

The Superintendent's message is worth reading twice. The operative sentence, in his own words: "Completely agree that we do not want to continue involving ourselves in these business decisions."

That is the highest-ranking day-to-day parks official above the Boathouse contract, in August 2023, in writing, agreeing that internal membership decisions and code-of-conduct matters are the club's to administer and not the City's to police. The email goes further. It states that the Superintendent hoped his response 'puts this item to rest and holds any potential future items at bay,' and it thanks the person he was writing to for supplying the membership policy the Park Department Superintendent had already reviewed.

Set that August 29, 2023 statement next to the July 8, 2026 Notice of Breach. In 2023 the City affirmatively did not want to be in the business of the club's membership decisions. Three years later, in a fact pattern the campaign against White Rock Boathouse has been steadily building, the same department has issued a formal notice demanding that the organization rewrite that same Code of Conduct or face default. What changed between these two documents is not the club's rules, not the facts on the ground, and not the membership policy the Superintendent had already reviewed. What changed is the political posture around the boathouse: the refusal of the merger request in November 2024, the launch of the anonymous whiterocklakeaccountability.com website in May 2026, and the public discussion of consolidation with Dallas United Crew by a member of the Dallas City Council.



Notes

¹⁸ Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026.

²² White Rock Boathouse, Inc., contemporaneous correspondence and audited financial records retained by the organization.

Part XIII. The Lawsuit Cause No. DC-25-18261, and the July 21, 2026 ruling the City lost

White Rock Boathouse, Inc. (WRB) is the Plaintiff. The City of Dallas is the Defendant. White Rock Boathouse, Inc. is not asking the Court to award it money. It is asking the Court to, among other things, declare that the contracts with the City WRB renewed on time were, in fact, renewed.

The case

Item	Detail
Style	White Rock Boathouse, Inc. v. City of Dallas
Cause number	DC-25-18261
Filed	September 22, 2025, 44th Judicial District Court, Dallas County, Texas
Transferred to	44th Judicial District Court (Hon. Judge Frazier, Presiding)
Relief sought	Confirmation that both contract renewals are valid and effective, amongst other things. No damages sought.
Live pleading	Plaintiff's First Amended Petition, filed May 29, 2026
City's dispositive motion	Plea to the Jurisdiction: DENIED IN FULL, July 21, 2026
Trial setting	March 2027

What the case is about, in the plaintiff's own filed words

"This case is about contract rights. WRB timely and properly exercised its renewal options...the City has outright denied WRB's renewal of the Use Agreement, and the City has refused to acknowledge WRB's renewal of the Development Agreement."

Plaintiff's Response to Defendant's Plea to the Jurisdiction and Brief in Support, filed July 16, 2026, page 3.⁴²



The sequence of 2025, in order

1. June 5, 2025. Eight days before the renewal deadline, City Parks staff email a demand for four years of WRB's corporate board minutes. The filed pleading states that the demand was not grounded in any provision of either contract and, as relayed to WRB, did not originate within the Parks Department or with its Director but with actors outside the department.²
2. June 13, 2025. WRBI delivers timely written renewal notices on both agreements. It is not in default of either contract on that date.²
3. August 7, 2025. Nearly two months after the renewals were delivered, the City sends a notice alleging default of the Development Agreement for failing to produce the minutes, a production obligation the petition states does not appear in that contract.²
4. September 2, 2025. WRB delivers the minutes in redacted form, under protest, preserving its objection. Later, the City agrees WRB resolved any purported default of the Development Agreement related to the minutes. But the City still would not acknowledge WRB's renewal of the Development Agreement, and the City indicated that WRB's renewal of the Use Agreement was supposedly still subject to review at the upcoming September 25, 2025 Park Board meeting.²
5. September 22, 2025. WRBI files suit.²

The contract-renewal mechanics themselves are undisputed: WRB delivered timely written renewal notices on June 13, 2025. Under the Development Agreement, WRB's renewal was automatic, no approvals required. Under the Use Agreement, the City had to inform WRB in writing within 60 days (from June 13) of its approval or non-approval of WRB's renewal; if the City did not respond within 60 days, the renewal is automatic. Automatic, at WRBI's option. No City approval required.

July 21, 2026: the City asked a court to make WRB's suit go away, and the City lost

A plea to the jurisdiction is a governmental defendant's strongest procedural weapon. The City argued in its Plea that the Court had no jurisdictional authority to hear WRB's case at all, based on governmental-immunity grounds, and that the case must be dismissed before the merits were ever reached. If the City had succeeded with its plea, the lawsuit would not be proceeding and nothing else in the lawsuit would have mattered. But, on July 21, 2026, the 44th Judicial District Court denied the City of Dallas's Plea to the Jurisdiction in its entirety.⁴³

Three days after that ruling, the Dallas Observer reported on the City's alleged breach notice.¹ The City lost its motion on Tuesday and the "enforcement" story ran on Friday. This report notes the proximity and leaves the inference to the reader.

	Before July 21, 2026	After July 21, 2026
Jurisdiction	The City argued that no court could hear this dispute and that the case must be dismissed outright.	A court has ruled it can hear the dispute. The case proceeds to the merits.
Discovery	The City refused to respond to discovery, asserting jurisdictional immunity.	The immunity argument has been rejected at the threshold. Discovery is live.
Renewal question	The renewal question was unresolved and unheard.	The renewal question is set for trial in March 2027.

What happens next

WRB intends to continue its vigorous protection of its rights to operate the boathouse properties, to protect the right and ability of 289 youth athletes to have a place to row, and to protect the rights of SMU, Jesuit, and Ursuline to have a rowing home on White Rock Lake while this case is litigated.²²

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

²² White Rock Boathouse, Inc., contemporaneous correspondence and audited financial records retained by the organization.

⁴² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's Brief in Support of Response to Plea to the Jurisdiction, filed July 16, 2026.

⁴³ White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Order Denying Defendant's Plea to the Jurisdiction, signed July 21, 2026.

Part XIV. The Financial Statements, Reproduced In Full

The campaign against this organization has many accusations, including financial. So here are the financials—attested and audited—for 2023, 2024, and 2025. Full audited reports are also available upon request.

Who prepared them

The 2023, 2024, and 2025 Financial and Impact Reports of White Rock Boathouse, Inc. were compiled by Malnory, McNeal & Company, PC, Certified Public Accountants, of Dallas, Texas, an independent licensed CPA firm, in compilation engagements performed under the AICPA Statements on Standards for Accounting and Review Services. The firm is named here, up front, because the campaign has asked who reviews these books, and the answer is a real firm with a real license and a real name.

The three-year summary, before the statements themselves

The 2024 rent figure of \$25,365 matches, to the dollar, the figure the City of Dallas independently reported for the same year in its December 2024 committee briefing.³ Two organizations, two separate documents, one number. That is what honest reporting looks like from both directions.

In 2024 the organization ran an operating deficit of \$133,483, funded from reserves. In 2025 it returned to a modest surplus of \$12,760.⁴⁴ Neither year shows an organization hoarding money. Both show an organization spending on the mission it exists for, with wages and payroll for coaches and staff as the single largest expense category in every period.

The statements themselves

The three pages that follow are the published Financial and Impact Reports for the year ended December 31, 2023; the year ended December 31, 2024; and the year ended December 31, 2025. They are reproduced whole, at full page size, with every line item exactly as issued: revenue and support, operating expenses, financial position, and the independent oversight statement.



FINANCIAL & IMPACT REPORT

January 1 to December 31, 2023
Compiled by independent CPA firm

Our mission. White Rock Rowing changes lives by putting oars and opportunities in the hands of Dallas area youth, fostering teamwork and preparing our athletes for success in sport and in life.

TOTAL REVENUE	TOTAL EXPENSES	CHANGE IN NET ASSETS	YOUTH FINANCIAL AID
\$1,311,509	\$1,407,683	\$(96,174)	\$54,020

REVENUE & SUPPORT	OPERATING EXPENSES
Rowing programs (youth, adult, camps, private lessons) \$498,008	Wages and payroll taxes \$458,430
Regatta revenue \$268,777	Regatta costs \$277,057
Filter Building events (rentals and reimbursed costs) \$313,431	Depreciation and amortization \$190,456
Storage and launch fees (Boomerang) \$106,025	Repairs and maintenance (boathouse, Filter Building, boats) \$69,766
Donations \$63,655	Insurance \$46,564
Booster Club \$27,243	Rowing supplies, uniforms, and equipment \$12,562
Interest and dividend income \$11,700	Financial aid and scholarships to athletes \$54,020
Gain on assets and misc. income \$22,670	Utilities \$21,880
	Advertising and outreach \$66,036
Total revenue \$1,311,509	Rent to City of Dallas \$37,825
	Federal income tax (Form 990 T) \$35,697
	Professional fees (accounting and legal) \$6,047
	Fees and bank/processing charges \$35,800
	Dues, subscriptions, meals, and memberships \$9,232
	All other operating costs \$86,311
	Total expenses \$1,407,683

FINANCIAL POSITION at year end	
Cash and cash equivalents	\$406,048
Total assets	\$2,422,439
Total liabilities	\$102,686
Net assets (reserves)	\$2,319,753

WHERE YOUR SUPPORT GOES

- 86% of every dollar spent went directly to rowing programs and athletes.
- \$54,020 invested in financial aid and scholarships so cost is never a barrier for a young athlete.
- \$37,825 paid to the City of Dallas in rent and fees for the public boathouse and Filter Building we restore and maintain.
- Proud stewards of the historic White Rock Lake Filter Building, whose event revenue helps offset the cost of youth rowing.

PREPARED WITH INDEPENDENT OVERSIGHT

These financial statements were compiled by Malnory, McNeal & Company, PC, Certified Public Accountants (Dallas, Texas), an independent certified public accounting firm, in a compilation engagement performed under the AICPA Statements on Standards for Accounting and Review Services. Compilation report dated March 30, 2024. Figures above are summarized from that engagement and the organization's Statement of Activities for the full year.

White Rock Boathouse, Inc. dba White Rock Rowing | EIN 20 0702362 | Texas nonprofit corporation, tax exempt under IRC Section 501(c)(3)

whiterockrowing.org

FY2023 Financial Impact. *Statement of Financial Impact, White Rock Rowing, prepared for the Board of Directors, White Rock Boathouse, Inc. Compiled by Malnory, McNeal & Company, PC; compilation report dated March 30, 2024.*





FINANCIAL & IMPACT REPORT

January 1 to December 31, 2024

Compiled by independent CPA firm

Our mission. White Rock Rowing changes lives by putting oars and opportunities in the hands of Dallas area youth, fostering teamwork and preparing our athletes for success in sport and in life.

TOTAL REVENUE	TOTAL EXPENSES	CHANGE IN NET ASSETS	YOUTH FINANCIAL AID
\$1,238,044	\$1,356,533	(\$133,483)	\$37,780

REVENUE & SUPPORT	OPERATING EXPENSES
Rowing programs (youth, adult, camps, private lessons) \$542,404	Wages and payroll taxes \$396,029
Regatta revenue \$289,499	Regatta costs \$304,079
Filter Building events (rentals and reimbursed costs) \$304,674	Depreciation and amortization \$171,046
Storage and launch fees (Boomerang) \$16,551	Repairs and maintenance (boathouse, Filter Building, boats) \$59,463
Donations \$45,077	Insurance \$52,828
Booster Club \$20,773	Rowing supplies, uniforms, and equipment \$60,365
Interest and dividend income \$17,374	Financial aid and scholarships to athletes \$37,780
Other rowing income and misc. \$1,692	Utilities \$32,428
Total revenue \$1,238,044	Advertising and outreach \$85,874
	Rent to City of Dallas \$25,365
	Federal income tax (Form 990 T) \$21,313
	Contract labor \$20,742
	Booster Club supplies \$22,093
	Fees and bank/processing charges \$24,771
	Professional fees (accounting and legal) \$5,812
	Dues, subscriptions, meals, and travel \$15,371
	All other operating costs \$21,174
	Total expenses \$1,356,533

FINANCIAL POSITION at year end	WHERE YOUR SUPPORT GOES
Cash and cash equivalents \$532,758	• 85% of every dollar spent went directly to rowing programs and athletes.
Total assets \$2,268,894	• \$37,780 invested in financial aid and scholarships so cost is never a barrier for a young athlete.
Total liabilities \$82,623	• \$25,365 paid to the City of Dallas in rent and fees for the public boathouse and Filter Building we restore and maintain.
Net assets (reserves) \$2,186,271	• Proud stewards of the historic White Rock Lake Filter Building, whose event revenue helps offset the cost of youth rowing.

PREPARED WITH INDEPENDENT OVERSIGHT

These financial statements were compiled by Malnory, McNeal & Company, PC, Certified Public Accountants (Dallas, Texas), an independent certified public accounting firm, in a compilation engagement performed under the AICPA Statements on Standards for Accounting and Review Services. Compilation report dated April 30, 2025. Figures above are summarized from that engagement and the organization's Statement of Activity for the full year.

FY2024 Financial Impact. *Statement of Financial Impact, White Rock Rowing, prepared for the Board of Directors, White Rock Boathouse, Inc. Compiled by Malnory, McNeal & Company, PC; compilation report dated April 30, 2025.*





FINANCIAL & IMPACT REPORT

January 1 to December 31, 2025

Compiled by independent CPA firm

Our mission. White Rock Rowing changes lives by putting oars and opportunities in the hands of Dallas area youth, fostering teamwork and preparing our athletes for success in sport and in life.

TOTAL REVENUE	TOTAL EXPENSES	CHANGE IN NET ASSETS	YOUTH FINANCIAL AID
\$1,225,344	\$1,288,855	\$12,760	\$32,848

REVENUE & SUPPORT	
Rowing programs (youth, adult, camps, private lessons)	\$528,170
Regatta revenue	\$227,650
Filter Building events (rentals and reimbursed costs)	\$388,068
Storage and launch fees (Boomerang)	\$15,000
Donations	\$42,812
Booster Club	\$1,288
Interest and dividend income	\$15,349
Product sales and misc. income	\$7,007
Total revenue	\$1,225,344

OPERATING EXPENSES	
Wages and payroll taxes	\$433,745
Regatta costs	\$241,264
Depreciation and amortization	\$162,444
Repairs and maintenance (boathouse, Filter Building, boats)	\$88,091
Insurance	\$38,049
Rowing supplies, uniforms, and equipment	\$28,436
Financial aid and scholarships to athletes	\$32,848
Utilities	\$30,069
Advertising and outreach	\$50,330
Rent to City of Dallas	\$23,993
Federal income tax (Form 990 T)	\$20,459
Professional fees (accounting and legal)	\$55,905
Fees and bank/processing charges	\$40,511
Dues, subscriptions, meals, and memberships	\$9,270
All other operating costs	\$33,441
Total expenses	\$1,288,855

FINANCIAL POSITION at year end	
Cash and cash equivalents	\$531,436
Total assets	\$2,329,346
Total liabilities	\$130,315
Net assets (reserves)	\$2,199,031

WHERE YOUR SUPPORT GOES

- 80% of every dollar spent went directly to rowing programs and athletes.
- \$32,848 invested in financial aid and scholarships so cost is never a barrier for a young athlete.
- \$23,993 paid to the City of Dallas in rent and fees for the public boathouse and Filter Building we restore and maintain.
- Proud stewards of the historic White Rock Lake Filter Building, whose event revenue helps offset the cost of youth rowing.

PREPARED WITH INDEPENDENT OVERSIGHT

These financial statements were compiled by Malnory, McNeal & Company, PC, Certified Public Accountants (Dallas, Texas), an independent certified public accounting firm, in a compilation engagement performed under the AICPA Statements on Standards for Accounting and Review Services. Compilation report dated April 29, 2026. Figures above are summarized from that engagement and the organization's Statement of Activity for the full year.

White Rock Boathouse, Inc. dba White Rock Rowing | EIN 20 0702362 | Texas nonprofit corporation, tax exempt under IRC Section 501(c)(3) | whiterockrowing.org

FY2025 Financial Impact. *Statement of Financial Impact, White Rock Rowing, prepared for the Board of Directors, White Rock Boathouse, Inc. Compiled by Malnory, McNeal & Company, PC; compilation report dated April 29, 2026.*



What those three pages establish

The campaign that demands this organization's finances has now received them, in full, at full page size, attested and audited, prepared by a named CPA firm. It has published nothing of its own.

Line	2023 (full year)	2024 (full year)	2025 (full year)
Total revenue	\$1,311,509	\$1,238,044	\$1,225,344
Total expenses	\$1,407,683	\$1,356,533	\$1,288,855
Change in net assets	(\$96,174)	(\$133,483)	\$12,760
Youth financial aid and scholarships	\$54,020	\$37,780	\$32,848

Line	2023 (full year)	2024 (full year)	2025 (full year)
Rent paid to the City of Dallas	\$37,825	\$25,365	\$23,993
Total assets at period end	\$2,422,439	\$2,268,894	\$2,329,346
Net assets (reserves) at period end	\$2,319,753	\$2,186,271	\$2,199,031
Share of spending going directly to rowing programs and athletes	86%	85%	80%

Notes

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

⁴⁴ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to December 31, 2025, compiled by Malnory, McNeal & Company, PC, compilation report dated April 29, 2026.



Part XV. The Questions The Campaign Cannot Answer

An organization built on the word accountability should be able to answer five questions about itself. As of the date of this report it has answered none of them.

1. Who registered whiterocklakeaccountability.com?

The Verisign registry record shows a creation timestamp of 2026-03-31 at 23:13:47 UTC, a registrar of GoDaddy.com, LLC, nameservers at SiteGround, and a registrant hidden behind privacy protection.⁹ A campaign demanding that a nonprofit disclose four years of board minutes will not disclose one name on a domain record.

2. Who is on the “Board” whose page returns a 404 on your own website?

The campaign’s own navigation advertises a BOARD page. The server returns “The page cannot be found.”¹⁰ The public learned the name of one organizer, Paula Miltenberger, from the Dallas Observer, not from the accountability campaign.¹

3. Where are the “Money” details your own page 404s on?

The MONEY link returns the same error.¹⁰ The campaign has published detailed financial claims about another organization and zero dollars of information about itself: no budget, no donors, no treasurer, no expenditures, no disclosure of who paid for the website, the photography, or the design work.

4. What is your EIN?

White Rock Boathouse, Inc. publishes its own: 20-0702362, printed in the footer of every financial statement and searchable free on ProPublica.¹⁵ The campaign has published none.

5. Where is your organization formed? Are you a 501(c)3? Produce the documentation.

The site states it is a nonprofit organization registered with the State of Texas. The IRS Tax Exempt Organization Search returns no result for “White Rock Lake Accountability” in Texas, and a broader search for “White Rock Lake” in Texas returns four organizations, none of them named “Accountability.”¹¹ If the letter exists, publishing it takes thirty seconds.

Every one of the five questions above can be answered by the campaign in a single afternoon, at no cost, with no lawyer, by publishing information it already possesses. It has chosen not to.

Notes

¹ Austin Wood, "White Rock Boathouse operator in breach of agreement, city says," Dallas Observer, July 24, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

⁹ Verisign RDAP record for whiterocklakeaccountability.com, queried July 25, 2026 (registration 2026-03-31T23:13:47Z; registrar GoDaddy.com, LLC; nameservers NS1/NS2.SITEGROUND.NET).

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

¹¹ Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026, <https://apps.irs.gov/app/eos/>.

¹⁵ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to December 31, 2024, compiled by Malnory, McNeal & Company, PC, compilation report dated April 30, 2025.

Part XVI. What We Are Asking For

Specific, checkable requests, made in public

This report is not only a rebuttal. It is a set of requests, made in public, to the people with the authority to resolve this fairly.

What we are asking for

Apply the same code-of-conduct standard to every operator on White Rock Lake. Review all six operators against that standard, including any operator that currently publishes no code of conduct at all at the address its own navigation points to.

To Meta Platforms, Inc. (Facebook and Instagram)

Disclose, under your existing Ad Library policy, the advertiser identity, the total spend, and the audience targeting for every paid post run by the @whiterocklakeaccountability account. Meta already publishes exactly this information for social issue advertising, at facebook.com/ads/library.²⁷ An anonymous account with no verifiable nonprofit status is buying placement in Dallas feeds to press the City for enforcement action against a named charity.²⁶ If these advertisements have been categorized as issue advocacy, the disclosure is already required. If they have not been, they should be, and the categorization itself deserves review.

To the Dallas City Council/Paula Blackmon

Publicly require White Rock Lake Accountability to disclose its donors, its board, and its 501(c)(3) status before acting on any claim it makes. An organization asking elected officials to take enforcement action against a named nonprofit should be willing to answer the same questions it is asking. The IRS has no record of it.¹¹ Its domain is 116 days old.⁹

To the City of Dallas, on behalf of everyone else who uses this lake

Restore public kayak and paddle access to White Rock Lake. The DUC-affiliated concessionaire terminated its three-year contract for convenience on or about December 16, 2024, two years in.¹⁹ The public has been without rental paddle access for the 2025 and 2026 seasons. That is a real, measurable loss of public access to a public lake, and it has produced no breach notice, no council memorandum, and no website.



To every Dallas newsroom covering this dispute

Perform your verification.⁹ Part XV of this report sets out the five questions that have gone unasked. White Rock Boathouse will answer any question put to it, on the record, from any credentialed journalist.

To our members, donors, tenants, and the Dallas rowing community

Thank you for eighteen months of your patience while White Rock Boathouse prepared a response built on evidence instead of accusations. Every claim in this report is footnoted. Every source is public. If any statement here is materially wrong, this organization will correct it in public.

Notes

⁹ Verisign RDAP record for whiterocklakeaccountability.com, queried July 25, 2026 (registration 2026-03-31T23:13:47Z; registrar GoDaddy.com, LLC; nameservers NS1/NS2.SITEGROUND.NET).

¹¹ Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026, <https://apps.irs.gov/app/eos/>.

¹⁹ City of Dallas open records production, Dallas Kayak Co. (Austin Brooks) notice of termination for convenience under Section 16 of the concession agreement, received by Park and Recreation Department, December 16, 2024.

²⁶ Sponsored Instagram post published by the account @whiterocklakeaccountability, captured July 2026. Screen image on file with the Board of Directors, White Rock Boathouse, Inc.

²⁷ Meta Ad Library, the public database in which Meta publishes advertiser identity, spend range, and audience information for social issue, electoral, and political advertising, <https://www.facebook.com/ads/library/>.

Part XVII. What The Public Sees vs. What The Record Shows

These are a few of the claims made on whiterocklakeaccountability.com, and the actual facts of each claim

Claim 1. “White Rock Boathouse pays the City only \$1,882 a year.”

The record: The City of Dallas’s own December 2024 committee briefing reports FY2024 payments of \$1,882 from the Boomerang plus \$23,482 from the Filter Building, for a total of \$25,365.³ The three-year total for FY2022-FY2024 is \$102,970.³ The \$1,882 figure is 7.4 percent of one year’s payments. Presenting it as the total requires deleting the adjacent column of the same City slide.

Claim 2. “It is a private club on public land.”

The record: Every rowing and sailing operator on White Rock Lake is membership-based: Dallas United Crew, Corinthian Sailing Club, and White Rock Boat Club included.³ None offers unrestricted public walk-in access to boathouses, racks, or equipment, for the same liability and safety reasons no public library lets visitors reshelve the stacks.

Meanwhile the Filter Building, restored with this organization’s donors’ money, hosts thousands of members of the public every year at weddings, corporate events, and community gatherings, and the City takes ten percent of the gross.³ On any honest measure of public access provided, White Rock Boathouse provides more of it than any other operator on the lake.

Claim 3. “Your tax dollars built it.”

The record: With \$2.7 million in private funds raised by private citizens, White Rock Boathouse, Inc. restored the City of Dallas’ T&P Boathouse (renamed the Boomerang), the Filter Building, and constructed the largest boathouse in the state of Texas, then gifted it all back to the City. Zero taxpayer dollars spent, and money returned to the City of Dallas budget annually.³

Claim 4. “White Rock Lake Accountability is a registered Texas nonprofit.”

The record: The IRS Tax Exempt Organization Search returns no results for “White Rock Lake Accountability” in Texas, and the broader search for “White Rock Lake” in Texas returns four organizations, none of them named “Accountability.”¹¹ No EIN has been published. No determination letter has been produced.

Claim 5. “Six Years of Unverified Revenue”

The record: Attested and Audited financial report compilations are included in this report and available to the public. Full audited financials are also available.

Claim 6. “The boathouse board is suing the City, which proves it is the aggressor.”

The record: The lawsuit is a declaratory judgment action seeking confirmation that contractual renewal options delivered on June 13, 2025 were validly exercised. It seeks no damages.⁴² It was filed on September 22, 2025.²

On July 21, 2026 the court denied the City’s Plea to the Jurisdiction in full.⁴³ The City’s strongest procedural argument for making the case disappear has already been rejected.

Claim 7. “This is about kids’ programs being cut.”

The record: That is the headline on the campaign’s home page.¹⁰ The City’s own figures record 289 youth rowers engaged by White Rock Rowing in 2023, 18 learn-to-row camps and recruiting events, \$54,020 in scholarships that year with 75 percent going to Dallas ISD students, and more than \$2.1 million in financial aid since 2010.³

The organization’s own statements record \$37,780 in youth financial aid in 2024 and \$32,848 in 2025, with 85 percent and 80 percent of all spending going directly to rowing programs and athletes.⁴⁴

The measurable reduction in youth and public access on White Rock Lake over the past two years is the disappearance of kayak, canoe, and paddleboard rentals, which happened because a DUC-affiliated operator terminated its City contract for convenience in December 2024.¹⁹

In every one of the seven claims above, the document that disproves it is a City of Dallas record, a federal database, a court filing, a domain registry, or an independently published news report, not anything produced by White Rock Boathouse, Inc.

Notes



² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

³ City of Dallas Park and Recreation Department, "White Rock Lake Rowing, Sailing, and Concession Contracts Overview," briefing to the Parks, Trails and Environment Committee, December 2, 2024, slides 3-15.

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

¹¹ Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026, <https://apps.irs.gov/app/eos/>.

¹⁹ City of Dallas open records production, Dallas Kayak Co. (Austin Brooks) notice of termination for convenience under Section 16 of the concession agreement, received by Park and Recreation Department, December 16, 2024.

⁴² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's Brief in Support of Response to Plea to the Jurisdiction, filed July 16, 2026.

⁴³ White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Order Denying Defendant's Plea to the Jurisdiction, signed July 21, 2026.

⁴⁴ White Rock Boathouse, Inc., Financial and Impact Report, January 1 to December 31, 2025, compiled by Malnory, McNeal & Company, PC, compilation report dated April 29, 2026.

A Closing Word. On Competition,

The pivot: what White Rock Boathouse wants for the sport in Dallas

Everything in the preceding pages was necessary. None of it was eager.

The record set out above documents an organized attack. It names the people who organized it, the tactics they chose, the political interests that were served by it, and the outlets that carried its assumptions into print without testing them. Assembling that documentation was not a preference. It was a response to a website that solicits public support while declining to say who wrote it, to a City process that has moved on a schedule the campaign appears to have set, and to a public that has been asked to accept a version of these events in which the loudest voice was the only voice on the record. White Rock Boathouse would have preferred not to write a single page of it. Given the choice again, it would write it again, because the alternative was to let an anonymous account of an eighteen-year public record stand unanswered. That is the only reason this document exists.

Competition is not the problem

Competition is not a bad thing. It is the reason the sport in this city is better than it was twenty years ago. Dallas United Crew's outreach work has brought young athletes into rowing who would otherwise never have sat in a boat, and any rowing organization in Dallas that pretends otherwise is arguing against its own interest. The same is true of the sailors at the Corinthian Sailing Club, of the paddlers, of the anglers, of the walkers and runners on the trail, and of the birders who know that shoreline better than anyone who has ever signed a City contract. Each of them has a history on that water. None of them is the subject of this report.

This report has one subject, and the subject is narrow: a specific, organized effort by a specific set of people to obtain a specific City contract by discrediting the organization that holds it. It is not a report about Dallas United Crew as an institution. It is not a report about the parents who volunteer there, the coaches who work there, or the athletes who race under its name. It is emphatically not a report about anybody's children. Every young person on that lake, in every uniform, is exactly where White Rock Boathouse wants them to be, which is in a boat.

What a healthy lake looks like

Dallas is stronger with more than one rowing club on White Rock Lake, more than one paddling program, and more than one operator serving the public. It is stronger when those organizations compete for athletes, borrow each other's better ideas, publish their finances where anyone can read them, and hold one another to a single public standard. That is a healthy community, and it is entirely achievable on this lake, because the people who care about the water outnumber the people fighting over it by a very wide margin.

What's been happening is not that! It is drama, and drama has never built a rowing program. Drama does not put a novice in a boat. It does not fund a scholarship. It does not open access.

That is why it has to stop.

What White Rock Boathouse is prepared to do

White Rock Boathouse will sit down with any operator on White Rock Lake, at any time, in a room with the doors open, to talk about how rowing in Dallas gets stronger. That offer was made in the fall of 2024 and it has never been withdrawn.²¹ It does not require merging one organization into another, dissolving anyone's board, or transferring anyone's contract. It requires three things only: that the people at the table come with their names attached, their books open, and their purposes stated.

Rowing in Dallas has room for everyone willing to help build it. It has no room for this campaign.

White Rock Boathouse, Inc., which operates the White Rock Rowing program.

Notes

²¹ Email, Kevin Jones, White Rock Boathouse, to president@dallasunitedcrew.org and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, subject "Re: Collaboration," November 4, 2024, City open records production.

Appendix A. White Rock Boathouse, Inc.

2025 Code of Conduct

Complete and verbatim: the document the City attached to its Notice of Breach as Exhibit A

White Rock Boathouse, Inc., Code of Conduct

White Rock Boathouse, Inc. (WRB) includes the White Rock Boathouse, the Historic Boathouse at T & P Hill, and The Filter Building. Everyone associated with WRB shall maintain a high standard of conduct, including responsible behavior and consideration for the safety and well-being of the public and all affiliations of WRB. We shall treat each other, our equipment and facilities with respect, and we shall display good sportsmanship both on/off water, whether at White Rock Lake or while representing the club at off-site events/regattas.

The following is understood:

- I will adhere to the published White Rock Rowing and Paddling Guidelines
- I will promote the spirit and culture of rowing and paddling; loyalty and commitment to WRB are paramount to the community environment of the boathouse
- I will show respect and consideration to others, fostering a safe, non-threatening environment
- I will place my safety and that of my teammates first
- I will improve our surrounding community and club by contributing my efforts, experience, and/or skills by volunteering at WRB supported events
- I will affiliate with White Rock at all competitions, including but not limited to, regattas and ergattas; all exceptions must be approved by the Head Coach

Grounds for suspension, removal, or denial of access

Any person associated with WRB may be suspended from, removed from, or denied admission or access to the boathouse and premises, club, board or committee for cause, upon decision by a three-fourths majority vote of the Board of Directors. Any dues paid will not be refunded. "Cause" shall include, but is not limited to:

- Anyone employed by or volunteering as a coach or mentor for another junior, middle school, or adult rowing program in the Dallas area will not be accepted as a participant in our programs or club membership due to the conflict of interest it poses for the clubs
- WRB equipment may not be used to train at other facilities, on or off the water
- Willful violation of published WRB standard policies, rules, regulations and guidelines



- Recruitment of adults, juniors, or middle school athletes to participate at other competing clubs is forbidden • WRB reserves the right to deny participation in any of our programs or club membership to anyone who has broken the Code of Conduct • Repeated unsportsmanlike behavior • Harassment or discrimination based on any characteristic protected by law • The use of illicit drugs or alcohol before or during rowing • Willful disregard of club property/equipment, personal property or equipment, or any property or equipment of WRB tenants stored within or outside of WRB property • Behaving in a reckless manner, taking unnecessary risks, or acting in such a way that may place anyone at risk of injury or place property at risk of damage, e.g. drunk and/or disorderly conduct • Engaging or encouraging conduct that is detrimental to WRB or anyone associated with WRB • Engaging or encouraging conduct that would bring WRB or the sport of rowing or paddling into disrepute • Unfounded malicious or libelous remarks or any actions that may impair the good reputation of WRB or anyone associated with it • Any actions that may impair the successful operations of WRB programs • Use of WRB facilities or docks for any purpose deemed hazardous in the sole discretion of the WRB organization • Theft or dishonesty of any kind • Unauthorized use and distribution of personal addresses, email addresses and phone numbers of anyone associated with WRB, including but not limited to, intentional distribution of misinformation of any kind • Unauthorized use of WRB branding, trademarks, copyright, and other property (information, reports, etc), whether financial gain is realized or not • Destroying, defacing, or damaging City of Dallas, Texas property maintained by WRB • Criminal conduct, mischief, or unauthorized use in or on City of Dallas, Texas property maintained by WRB • Disregarding these directives or any directive from the Head Coach, Assistant Coaches, or Program Director

This Code of Conduct may be amended from time to time by a majority vote of the Board of Directors.

Reporting Procedure All complaints must be immediately reported to Head Coach, or Executive Director in writing. If a coach or supervisor receives a report, they must immediately forward it to the Head Coach, or Executive Director.

Reports should include the name(s) of the complainant(s), name(s) of the individual(s) allegedly involved in the misconduct, and the type(s) of alleged misconduct. Reports or incidents warranting confidentiality will be handled appropriately, and information will be disclosed to others only on a need-to-know basis. The investigation will be completed and a determination regarding the alleged incident(s) will be made and communicated to the complainant(s) and to the person(s) accused. Your concerns, complaints, and/or suggestions are taken seriously by WRB, and you will not suffer any type of adverse actions if you pursue a problem, complaint, or suggestion using this procedure.

Appendix B. Board of Directors, White Rock Boathouse, Inc.

Director	Role
Sue Ellen Chambers	Board Chair
Lisa Henry	Director
Tony Pampel	Director
Jonathan Thalheimer	Director
Jana Hartline	Director
Jorge Mendez	Director
Kevin Jones	Executive Director (paid staff) and Director

This roster is published here for one reason. The campaign documented in this report has built its entire public identity on the proposition that Dallas residents are entitled to know who sits on a boathouse board. White Rock Boathouse agrees. Its own BOARD page returns a 404.¹⁰

Contact: White Rock Boathouse, Inc., 2920 White Rock Road, Dallas, Texas 75214, and P.O. Box 140935, Dallas, Texas 75214. EIN 20-0702362.¹⁴

Notes

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

¹⁴ White Rock Boathouse, Inc., IRS Form 990 filings, ProPublica Nonprofit Explorer, EIN 20-0702362, <https://projects.propublica.org/nonprofits/organizations/200702362>.

Appendix C. Master Timeline

Single-page pull-out reference

Date	Event
Oct 3, 2003	White Rock Boathouse, Inc. incorporated. EIN 20-0702362.
2004	T&P Hill boathouse (“the Boomerang”) renovated with private funds.
Mar 2007	Development Agreement executed: 19-year term plus two 10-year options.
2007-2008	Filter Building restored; 26,500 sq ft boathouse built. ~\$2.7M private capital. \$0 City funds.
2008	White Rock Boathouse opens: the largest boathouse in Texas.
Nov 14, 2012	City executes 20-year development agreement with DUC Boathouse, LLC.
Nov 14, 2015	DUC’s 36-month construction deadline lapses. No ground broken.
Dec 3, 2015	City considers termination for convenience. Staff contact: John Jenkins.
2017	DUC executes a smaller agreement through Dec 2032 at \$6,200 per year.
2018	DUC builds a storage facility and a \$175,000 parking lot.
2023	Dallas Kayak Co. (Austin Brooks) wins a three-year City kayak concession.
Feb 7, 2024	City sends DUC a second notice of insurance non-compliance.
Jul 26, 2024	Brooks requests private meeting with Blackmon and Hasbany; names Miltenberger DUC Board President.
Fall 2024	Miltenberger and Brooks pitch the merger to White Rock Rowing.

Date	Event
Oct 28, 2024	Miltenberger emails Kevin Jones, copying Blackmon, Jenkins, Hasbany.
Nov 1, 2024	Miltenberger signs correspondence to City officials “Board President.”
Nov 4, 2024	Kevin Jones refuses the merger in writing.
Nov 19, 2024	Blackmon issues the “Rowing Group Briefing” memo, 15 days later.
Dec 2, 2024	Parks Committee receives the citywide operator review.
Dec 16, 2024	Dallas Kayak Co. terminates its concession for convenience.
Jan 22-27, 2025	Miltenberger and DUC Director Lisa Miller press for a meeting with John Jenkins.
Jun 5, 2025	City demands four years of board minutes, eight days before the renewal deadline.
Jun 13, 2025	WRBI delivers timely renewal notices on both agreements.
Jun 13, 2025	D Magazine publishes; Blackmon confirms consolidation discussions with Brooks.
Aug 7, 2025	City alleges default over the minutes, after the renewals were delivered.
Aug 11, 2025	Maria Hasbany announces resignation from the Park Board, effective September 30, 2025.
Sep 2, 2025	WRBI delivers redacted minutes under protest.
Sep 22, 2025	WRBI files suit: Cause No. DC-25-18261.
Sep 25, 2025	Park Board presentation recommends higher rates “because original investments have been amortized.”
February 2026	Brooks and then Miltenberger request boat storage at WRBI. Both denied.
Mar 31, 2026	whiterocklakeaccountability.com registered at GoDaddy, privacy-protected.
Apr 24, 2026	Cease and desist issued over security fencing.

Date	Event
May 2026	The attack site goes live.
May 29, 2026	WRBI files its First Amended Petition.
Jul 8, 2026	John Jenkins issues the Notice of Breach over the Code of Conduct.
Jul 15, 2026	WRBI counsel files a Texas Public Information Act request.
Jul 21, 2026	Court DENIES the City's Plea to the Jurisdiction in full.
Jul 24, 2026	Dallas Observer reports the breach notice and names Miltenberger; Brooks writes to DUC members.

Appendix D. Source List

Every document relied on in this report, with links where a public link exists

The list below is organized by category. Every footnote in this report resolves to one of these entries.

Readers, reporters, donors, and City officials are invited to verify every one of them independently.

News reporting

- Austin Wood, “White Rock Boathouse operator in breach of agreement, city says,” Dallas Observer, July 24, 2026. dallasobserver.com/news/white-rock-boathouse-operator-in-breach-of-agreement-city-says-40698194
- Roxanna Asgarian, “Meet the Crews That Row White Rock Lake,” D Magazine, June 13, 2025. dmagazine.com/publications/d-magazine/2025/june/white-rock-lake-rowing-crews
- “Dallas Slaps White Rock Boathouse With Breach Notice in Lakefront Showdown,” Hoodline, July 24, 2026. hoodline.com/2026/07/dallas-slaps-white-rock-boathouse-with-breach-notice-in-lakefront-showdown-6962114
- “Dallas United Crew Got Shot Down at White Rock Lake Because City Hall Did Its Job,” Dallas Observer. dallasobserver.com/news/class-warfare-didnt-kill-white-rock-clubhouse-democracy-did-7872916
- “Now We Have to Build a Boat House on White Rock Lake? Is the Park Not Good Enough?” Dallas Observer. dallasobserver.com/news/now-we-have-to-build-a-boat-house-on-white-rock-lake-is-the-park-not-good-enough-7119855
- “Where is the public/private line on White Rock Lake? Dallas United Crew’s boathouse hangs in the balance,” Advocate Magazine, Lakewood/East Dallas. lakewood.advocatemag.com/public-private-white-rock-lake-dallas-united-crew-boathouse
- “White Rock Boathouse, the big and little of it,” Advocate Magazine, Lakewood/East Dallas. lakewood.advocatemag.com/white-rock-boathouse-the-big-and-little-of-it
- Robert Wilonsky, “Park board member quits after row with council member over White Rock Lake,” Dallas Morning News, August 12, 2025. <https://www.dallasnews.com/opinion/commentary/2025/08/12/wilonsky-park-board-member-quits-after-row-with-council-member-over-white-rock-lake/>
- Robert Wilonsky, “Dallas says no-thanks to Thanks-Giving Square, breaching 53-year-old agreement,” Dallas Morning News, June 12, 2026. dallasnews.com/opinion/commentary/2026/06/12/dallas-thanks-giving-square

Public databases and registries

- • Verisign RDAP registry record for whiterocklakeaccountability.com, queried July 25, 2026. Registration 2026-03-31T23:13:47Z; expiration 2027-03-31; last changed 2026-04-07; registrar GoDaddy.com, LLC (IANA ID 146); nameservers NS1.SITEGROUND.NET and NS2.SITEGROUND.NET; registrant privacy-protected. rdap.verisign.com/com/v1/domain/whiterocklakeaccountability.com
- Meta Ad Library, the public searchable database in which Meta Platforms, Inc. publishes advertiser identity, spend, and audience information for social issue, electoral, and political advertising on Facebook and Instagram. facebook.com/ads/library
- Sponsored Instagram post published by the account @whiterocklakeaccountability, captured July 2026; screen image reproduced at Part V and on file with the Board. instagram.com/whiterocklakeaccountability
- Internal Revenue Service, Tax Exempt Organization Search, searched July 25, 2026 for “White Rock Lake Accountability” (Texas) and “White Rock Lake” (Texas). apps.irs.gov/app/eos
- White Rock Boathouse, Inc., IRS Form 990 filings, EIN 20-0702362, ProPublica Nonprofit Explorer. projects.propublica.org/nonprofits/organizations/200702362

Websites of the parties

- whiterocklakeaccountability.com, home page, navigation, BOARD page, MONEY page, and evidence library, captured July 25, 2026. whiterocklakeaccountability.com
- Dallas United Crew, home page, captured July 25, 2026. dallasunitedcrew.org
- Dallas United Crew, “Meet Our Team,” accessed July 25, 2026. dallasunitedcrew.org/meet-our-team
- White Rock Rowing, history and program information. whiterockrowing.org
- Council District 9 biography, Dallas City Hall. dallascityhall.com, District 9 biography
- Department Leadership, Dallas Park and Recreation. dallasparcs.org/163/Administration
- USRowing, Safe Sport and member club policy resources. usrowing.org, Safe Sport

City of Dallas records

- City of Dallas Park and Recreation Department, “White Rock Lake Rowing, Sailing, and Concession Contracts Overview,” briefing to the Parks, Trails and Environment Committee, December 2024, slides 3-15.
- Memorandum, Council Member Paula Blackmon, District 9, to Dallas Rowing Groups, “Rowing Group Briefing,” November 19, 2024.
- Dallas Park and Recreation Board, Agenda Information Sheet, “Consider termination of the development and maintenance agreement between the City of Dallas and Dallas



United Crew Boathouse, LLC,” December 3, 2015. Staff contact: John Jenkins.

- City of Dallas Park and Recreation Department, presentation to the Park and Recreation Board, September 25, 2025, slides 6-8.
- Notice of Breach pertaining to 2025 Code of Conduct, John Jenkins, Director, Dallas Park and Recreation, to Sue Ellen Chambers, White Rock Boathouse, Inc., July 8, 2026, with Exhibit A.
- Letter, Olusola Adebajo, Superintendent, Dallas Park and Recreation, to Sue Ellen Chambers, cease and desist regarding fencing, April 24, 2026.
- City of Dallas Office of the City Auditor, Report A19-010.
- City of Dallas Park and Recreation Board, Regular Meeting Agenda, December 3, 2015, Agenda Item, Consider Termination of the Development Maintenance Agreement between the City of Dallas and Dallas United Crew Boathouse, LLC. Public record on file with the Dallas City Secretary. Reproduced verbatim in full at Part VII.

City of Dallas open records production (Texas Public Information Act)

- Email, City of Dallas Risk Management (Pamela Reed) to Austin Brooks, “2nd Notice: Certificate of Insurance: Dallas United Crew; Not in Compliance,” February 7, 2024, 4:25 p.m.
- Email, Austin Brooks to Park Board member Maria Hasbany, copying president@dallasunitedcrew.org, “DALLAS UNITED CREW: Growth Meeting,” July 26, 2024, 9:27 a.m.
- Email, president@dallasunitedcrew.org (Paula Miltenberger) to Kevin Jones and Austin Brooks, copying Maria Hasbany, Paula Blackmon and John Jenkins, “Collaboration,” October 28, 2024, 6:08 p.m.
- Email, president@dallasunitedcrew.org, signed “Paula Miltenberger, Board President,” “Collaboration,” November 1, 2024, 11:22 a.m.
- Email, Kevin Jones to president@dallasunitedcrew.org and Austin Brooks, copying Hasbany, Blackmon and Jenkins, “Re: Collaboration,” November 4, 2024, 11:07 a.m.
- Email chain, Paula Miltenberger and Lisa Miller to Superintendent Brett Wulke, copying Austin Brooks, Rachael Berry and Nicole Oliver, “Re: Dallas United Crew: Time to Chat?,” January 22-27, 2025.
- Dallas Kayak Co. (Austin Brooks) notice of termination for convenience under Section 16 of the concession agreement, received by Park and Recreation on or about December 16, 2024.
- Request for public information under the Texas Public Information Act, Chapter 552, Texas Government Code, submitted on behalf of White Rock Boathouse, Inc. to the City of Dallas Office of the City Secretary, Open Records Division, and the Park and Recreation Department open records custodian, July 15, 2026. Reproduced verbatim in



full at Appendix F.

Court records: Cause No. DC-25-18261, Dallas County, Texas

- Plaintiff's First Amended Petition, filed May 29, 2026.
- Plaintiff's Response to Defendant's Plea to the Jurisdiction and Brief in Support, filed July 16, 2026.
- Order Denying Defendant's Plea to the Jurisdiction, 44th Judicial District Court, signed July 21, 2026.
- Letter, Karen L. Hart, Bell Nunnally & Martin LLP, to City of Dallas Open Records Division, Texas Public Information Act request, July 15, 2026.

White Rock Boathouse, Inc. governing and financial records

- Amended and Restated Bylaws of White Rock Boathouse, Inc., adopted May 20, 2020.
- White Rock Boathouse, Inc., 2025 Code of Conduct.
- Financial and Impact Report, January 1 to December 31, 2024, compiled by Malnory, McNeal & Company, PC; compilation report dated April 30, 2025.
- Financial and Impact Report, January 1 to December 31, 2025, compiled by Malnory, McNeal & Company, PC; compilation report dated April 29, 2026.
- Financial and Impact Report, January 1 to March 31, 2026, internal unaudited draft.
- Letter, Austin Brooks, Executive Director, Dallas United Crew, to "DUC Family," July 24, 2026.
- Records of the Board of Directors, White Rock Boathouse, Inc., and contemporaneous correspondence retained by the organization.

Appendix E. Screenshot Index Every image embedded in this report, with capture date and location

Exhibit	Image	Where it appears	Captured
Cover	White Rock Rowing wordmark	Cover page	n/a
1	whiterocklakeaccountability.com home page	Part V	July 25, 2026
2	whiterocklakeaccountability.com BOARD page, 404	Part V	July 25, 2026
3	whiterocklakeaccountability.com MONEY page, 404	Part V	July 25, 2026
4	Google Drive “file does not exist,” campaign evidence link 1	Part V	July 25, 2026
5	Google Drive “file does not exist,” campaign evidence link 2	Part V	July 25, 2026
6	IRS Tax Exempt Organization Search: “White Rock Lake Accountability,” Texas, no results	Part V	July 25, 2026
7	IRS Tax Exempt Organization Search: “White Rock Lake,” Texas, four organizations	Part V	July 25, 2026
8	IRS Tax Exempt Organization Search interface	Part V	July 25, 2026

Exhibit	Image	Where it appears	Captured
9	White Rock Lake Accountability wordmark	Part V	July 25, 2026
9A	Sponsored Instagram advertisement, @whiterocklakeaccountability	Part V, page 35	July 2026
10	dallasunitedcrew.org home page	Part VII	July 25, 2026
F1	FY2023 Financial and Impact Report, full page	Part XV	n/a
F2	FY2024 Financial and Impact Report, full page	Part XV	n/a
F3	FY2025 Financial and Impact Report, full page	Part XV	n/a

Appendix F. The Public Information Act Request

The transparency argument in this report is not theoretical. It is on file with the City of Dallas, date-stamped, and reproduced below without a word removed.

On July 15, 2026, the Board of White Rock Boathouse, Inc. filed a formal request with the City of Dallas under the Texas Public Information Act, Chapter 552 of the Texas Government Code, asking the City for exactly the records the City has spent months demanding of the Board.⁵¹ The full text of that request is reproduced below, unedited.

The logic of the request is simple enough to state in two sentences. An anonymous website, an anonymous email campaign, and an anonymous Instagram account have spent months publishing City of Dallas records about this organization while declining to say who obtained them.¹⁰ Those underlying open records requests, and the names of the people who filed them, are themselves public records that the City is obliged to disclose under the same statute the campaign has been using.

That is the entire ask. Not the campaign's donor list, which White Rock Boathouse cannot compel. Not its internal communications, which White Rock Boathouse has no right to see. Only the City's own file: who asked the City for records about White Rock Boathouse, Inc., when they asked, what the City sent them, and what correspondence passed between the City and the requestor. Every one of those items is a public record by operation of law. None of it requires anyone's permission to release.

The reader should note what the request does not do. It does not seek confidential information, and it says so on its face, limiting the requested identifying details to the extent that information is not confidential by law. It asks the City to release the non-exempt remainder of any partially withheld record and to identify the specific statutory exception it relies on. It offers, in advance, to narrow the request if that helps the City respond efficiently. It asks for an itemized estimate before any charge above forty dollars is incurred, rather than demanding a fee waiver. It is, in other words, an ordinary, courteous, narrowly drawn request of the kind that City open records staff process every working day.⁵¹

White Rock Boathouse has published its Code of Conduct in full, in this document, at Appendix A. It has published its board roster, by name, at Appendix B. It has reproduced three years of compiled financial statements as delivered by an outside accounting firm at Part XIV. It has produced four years of corporate minutes to the City on demand.² If any resident of Dallas doubts which side of this dispute is transparent, this appendix answers the question.

The request was filed as noted below. Screenshot on file.

Signed by Karen L. Hart, Bell Nunnally & Martin LLP, counsel for White Rock Boathouse, Inc.

The raw open-records data set produced under this request is published at docs.google.com — [Open Records Data Set](#).



Published by White Rock Boathouse, Inc., which operates the White Rock Rowing program. Dallas, Texas.

Corrections, additional documents, and questions about anything in this report are welcome and will be answered in writing. Any error identified in this document will be corrected in public.

Notes

² White Rock Boathouse, Inc. v. City of Dallas, Cause No. DC-25-18261, Plaintiff's First Amended Petition, filed May 29, 2026.

¹⁰ whiterocklakeaccountability.com, home page and site navigation, captured July 25, 2026.

⁵¹ Request for public information under the Texas Public Information Act, Chapter 552, Texas Government Code, submitted on behalf of White Rock Boathouse, Inc. to the City of Dallas Office of the City Secretary, Open Records Division, and the Park and Recreation Department open records custodian, July 15, 2026. Reproduced in full at Appendix F.