NOVEMBER 19, 2026 · FROM A MEMBER CLUB TO THE BOARD OF DIRECTORS OF USA TEAM HANDBALL

56 REQUESTS. ONE ANSWER EACH.

Every concern on the Time Out case file, turned into one specific request. We ask the board to answer each in writing: adopt it, adopt it in part, or decline it and say why.

HOW TO ANSWER

THREE POSSIBLE ANSWERS TO EVERY ROW

ADOPT

The board will make the change, and names the date.

ADOPT IN PART

The board says which part it will adopt, and why not the rest.

DECLINE

The board gives its reason in writing.

A written reason for declining is as useful to members as an adoption. What members have lacked is an answer either way. Where the federation has already fixed something, we ask the board to say so and point to the document that shows it. The evidence and sources for every row are set out on the Time Out case file.

THE LIST

NINE PARTS. PICK ONE, OR READ THEM ALL.

A	**Notice and information** 6 requests	B	**Money** 5 requests	C	**How members are answered** 4 requests
D	**The board, elections and the bylaws** 12 requests	E	**Decisions and objections** 7 requests	F	**The rule book and competitions** 7 requests
G	**Developing the sport** 8 requests	H	**Partners and the pro league** 4 requests	I	**The law and the plan after 2028** 3 requests

A NOTICE AND INFORMATION

Members learn of decisions after they are made, and sometimes not at all.

6 REQUESTS

A1

WHAT THE RECORD SHOWS

The bylaws were rewritten in December 2025 by an email vote. Members were not told before or after.

WHAT WE ASK

Give members 30 days' notice, with the changes marked, before any bylaw amendment takes effect.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

A2

WHAT THE RECORD SHOWS

Board minutes went unposted for more than seven months in 2024 and four and a half months in 2025. None has been posted for any meeting after August 19, 2026.

WHAT WE ASK

Post every set of minutes within 15 days of approval, as bylaw 16.1 asks. Post the overdue 2026 minutes now.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

A3

WHAT THE RECORD SHOWS

In 2025 the budget, the bylaws and the CEO's compensation were put to email votes. The minutes record the plan to vote, not the result.

WHAT WE ASK

Record the result of every email vote, and every recusal, in the published minutes.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

A4

WHAT THE RECORD SHOWS

From April 2025 the public part of a board meeting lasted 15 to 20 minutes. Many meetings were held wholly in executive session.

WHAT WE ASK

Publish board meeting dates in advance, say how members can attend the open part, and state the reason for each executive session.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

A5

WHAT THE RECORD SHOWS

Three membership totals were given in eleven weeks: 1,600, then 1,024, then about 450.

WHAT WE ASK

Publish the membership count once a year, by category, with the method used to count.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

A6

WHAT THE RECORD SHOWS

The national championships have been announced too late for members to book affordable travel. As of November 19, 2026 the federation's calendar shows the May 2027 U.S. Open Championships with host and dates still to be decided.

WHAT WE ASK

Publish the dates and host city of the U.S. national championships at least eight months ahead.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

B MONEY

Members see the federation's finances a year late and without the detail needed to judge them.

5 REQUESTS

	WHAT THE RECORD SHOWS	WHAT WE ASK	BOARD'S ANSWER
B1	The 2025 accounts were published in November 2026. Members have no figures for 2026.	**Publish a 2026 year-to-date income statement and balance sheet and the 2026 budget now. After that, publish annual statements within six months of year end.**	☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
B2	The federation ended 2024 and 2025 with negative net assets. Its reported 2025 surplus of $89,448 includes about $121,000 of cancelled debt; without it the year was a loss. The USOPC rated its financial capability as needing improvement.	**Publish the plan to return to positive net assets, with yearly targets, and report each year how much revenue was money and how much was in kind.**	☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
B3	Travel was $665,561 in 2025, 65% of all spending.	**Publish a breakdown of travel spending by team, event and staff.**	☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
B4	Legal counsel is used in disputes with members. The cost, and who approves it, is not disclosed.	**Publish legal spending by matter each year, and who approved each engagement.**	☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
B5	The 2025 statements record that the CEO advanced the federation $10,500 and paid $18,927 of airfare personally.	**Adopt a written policy on advances and personal payments by officers, with board approval recorded in the minutes.**	☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

C HOW MEMBERS ARE ANSWERED

A member who writes to the federation is often dismissed or gets no reply.

4 REQUESTS

	WHAT THE RECORD SHOWS	WHAT WE ASK	BOARD'S ANSWER
C1	This club's written questions were met with dismissal, a demand for a signed legal agreement, or silence.	**Adopt a written standard: acknowledge a member's letter within 5 business days and answer it within 30.**	☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

C2	WHAT THE RECORD SHOWS The chair of the referee committee counted replies to 16% of his emails to management over fifteen months.	WHAT WE ASK **Apply the same standard to committee chairs and volunteers.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
C3	WHAT THE RECORD SHOWS In April 2026 directors were advised that they have no obligation to engage when stakeholders approach them. The minutes describe "community interference".	WHAT WE ASK **Name a board contact for members, and hold an open question session with clubs every quarter.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
C4	WHAT THE RECORD SHOWS This club's letters of October 9 and November 18, 2026 had no answer as of November 19.	WHAT WE ASK **Answer both letters.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

D THE BOARD, ELECTIONS AND THE BYLAWS

Between March 2024 and December 2025 the bylaws took away most of what members could decide or begin, and the 2026 election was run under rules nobody had written down.

12 REQUESTS

D1	WHAT THE RECORD SHOWS New section 1.3(A) says membership grants no governance, voting or inspection rights beyond those expressly given.	WHAT WE ASK **State in the bylaws the rights members do have: notice, comment, inspection under Article 16, and a vote for their directors.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
D2	WHAT THE RECORD SHOWS Section 5.8.6, which let members act by written ballot, was removed.	WHAT WE ASK **Restore it.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
D3	WHAT THE RECORD SHOWS The second paragraph of section 22.1, which gave members a route to amend the bylaws, was removed.	WHAT WE ASK **Restore it, with a defined process.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

D4

WHAT THE RECORD SHOWS

Under section 6.10.2(B) the only process set out for removing the members' director now begins with a board vote.

WHAT WE ASK

Restore members' power to call that vote themselves, on the demand of 10% of members.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D5

WHAT THE RECORD SHOWS

Under section 8.6.2 the board can now remove a committee member without cause by a simple majority. It was three-fourths.

WHAT WE ASK

Restore three-fourths, at least for the Judicial Committee.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D6

WHAT THE RECORD SHOWS

The 2025 tax return answers "No" to whether significant changes were made to the governing documents.

WHAT WE ASK

Explain the basis for that answer, and correct the return if it was wrong.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D7

WHAT THE RECORD SHOWS

Candidates in 2026 were tested against standards the bylaws do not list. One was excluded, and his attorney says he was given no charges and no hearing.

WHAT WE ASK

Publish candidate tests that match the bylaws. Give any excluded candidate written reasons and a hearing.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D8

WHAT THE RECORD SHOWS

Ballots were set aside under no written procedure. The number voided has never been disclosed. The USOPC recommended in 2021 that the federation develop election procedures.

WHAT WE ASK

Adopt a written procedure for challenging a ballot. Publish the number voided in 2026 and the accounting firm's tabulation.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D9

WHAT THE RECORD SHOWS

Members were given two different reasons for the late result, which came nine days after voting closed.

WHAT WE ASK

Set a deadline for announcing results, and announce the reason for any delay at once.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D10

WHAT THE RECORD SHOWS

The three officials who judged the ballots included the CEO. The Board Chair was a candidate.

WHAT WE ASK

Have elections overseen by people who are neither candidates nor staff who report to a candidate.

BOARD'S ANSWER

- ☐ Adopt
- ☐ Adopt in part
- ☐ Decline

Reason or date: _____

D11	WHAT THE RECORD SHOWS The board adopted goals for the CEO in November 2025. Members have seen neither the goals nor any review.	WHAT WE ASK **Publish the goals and report against them every year.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
D12	WHAT THE RECORD SHOWS The USOPC's 2025 audit rated the conflict-of-interest policy deficient, a repeat finding. Its 2021 audit had listed conflicts of interest too. The USOPC says the 2025 findings have since been addressed.	WHAT WE ASK **Publish the current policy and a yearly summary of disclosures and recusals.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

E DECISIONS AND OBJECTIONS

When members or athletes object, the decision goes ahead, and the bodies meant to hear complaints are not protected.

7 REQUESTS

E1	WHAT THE RECORD SHOWS In 2025 athletes raised concerns about the leading candidate for men's head coach. The hire went ahead nine days later.	WHAT WE ASK **Adopt a written process for hiring national team head coaches, with athlete input recorded.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
E2	WHAT THE RECORD SHOWS In September 2026 five coaches were dismissed 84 minutes after a hearing panel confirmed them in their posts.	WHAT WE ASK **Carry out hearing panel orders while an appeal is heard. Take no action against a party to an open grievance without a board vote.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
E3	WHAT THE RECORD SHOWS The board missed its Judicial Committee's deadline to hand over records about a whistleblower complaint.	WHAT WE ASK **Comply with the order, and report to members each year on compliance with panel orders.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
E4	WHAT THE RECORD SHOWS In November 2025 the board voted to dismiss the chair of the Judicial Committee once open grievances concluded. We found no announcement.	WHAT WE ASK **Announce any change to the Judicial Committee with reasons. Remove none of its members while a grievance against the leadership is open.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
E5	WHAT THE RECORD SHOWS The USOPC's 2025 audit rated complaint and hearing procedures deficient, a repeat finding.	WHAT WE ASK **Publish the corrective action taken and the procedure now in force.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

E6	WHAT THE RECORD SHOWS Committees other than the three standing ones can be formed, filled and ended by the CEO alone.	WHAT WE ASK **Have the full board select the members of every committee.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
E7	WHAT THE RECORD SHOWS This club's records request of November 28, 2025 was followed a month later by a bylaw limiting inspection rights to those expressly granted.	WHAT WE ASK **Answer records requests within the five business days that section 16.7 sets.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

F THE RULE BOOK AND COMPETITIONS

The rules every club plays under are written and approved by one office, changed mid-season, and no longer open to independent appeal.

7 REQUESTS

F1	WHAT THE RECORD SHOWS Only the Technical Director may amend the rule book, with the President's approval. The rule book defines the Technical Director as the CEO unless delegated.	WHAT WE ASK **Put Revision 10 to a full board vote.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
F2	WHAT THE RECORD SHOWS The same person recommends rule changes and reviews them.	WHAT WE ASK **Appoint a Technical Director who is not the CEO.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
F3	WHAT THE RECORD SHOWS Under Revision 10, fines, forfeits and match bans cannot be appealed to the Judicial Committee. Arbitration is no longer mentioned.	WHAT WE ASK **Restore appeals to the Judicial Committee, with arbitration named as the last step.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
F4	WHAT THE RECORD SHOWS Revision 9 reached clubs the day it took effect. Revision 10 took effect after the season had begun.	WHAT WE ASK **Publish rule changes at least 30 days before September 1. Make none mid-season.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
F5	WHAT THE RECORD SHOWS The rule book does not say who sits on the Competition Committee or how they are chosen. It was not seated when the National Cup was created.	WHAT WE ASK **Give the committee stated members and terms, with seats filled by the clubs and regions it governs.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

F6	WHAT THE RECORD SHOWS The men's national title was moved to a new competition after one call with all clubs. The women's path did not change.	WHAT WE ASK **Let club leaders bring a joint proposal on how we compete and how the national champion is decided. Decide only after clubs have weighed in.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
F7	WHAT THE RECORD SHOWS In the first National Cup the two most recent champions did not enter, the final moved from West Point to Carson without announcement, and a reported double forfeit was not announced.	WHAT WE ASK **Publish a review of the first Cup: entries, costs, venue decisions and every disciplinary ruling.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

G DEVELOPING THE SPORT

Clubs, referees, national teams and athletes have each lost ground, and members cannot see a plan to recover it.

8 REQUESTS

G1	WHAT THE RECORD SHOWS No high-performance plan was submitted in 2024. The minutes say one was submitted in July 2025. Members have not seen it.	WHAT WE ASK **Publish the high-performance plan, or a summary of it.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
G2	WHAT THE RECORD SHOWS The USOPC audit found progress against the strategic plan was not monitored, a repeat finding.	WHAT WE ASK **Publish a yearly progress report against the strategic plan.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
G3	WHAT THE RECORD SHOWS Every elected member of the National Referee Committee has resigned. The 2025 return shows $15,769 spent on referees.	WHAT WE ASK **Meet the referees, and publish a referee development plan with a budget.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
G4	WHAT THE RECORD SHOWS The wheelchair team's staff was replaced and athlete selection reopened six weeks before the 2026 world championship. The team fell from 2nd to 8th.	WHAT WE ASK **Commission an independent review of those decisions and share it with the athletes. Require a board vote for any change of national team staff within three months of a major championship.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
G5	WHAT THE RECORD SHOWS The men's head coach resigned, citing the federation's conduct. Directors, referees and other volunteers have also left.	WHAT WE ASK **Hold exit interviews with departing coaches and volunteers, and report the themes to the board and to members.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

G6	WHAT THE RECORD SHOWS The women's national team has no USOPC funding, and residency athletes pay their own room and board.	WHAT WE ASK **Publish what athletes pay to represent the United States, by program, and a plan to reduce it.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
G7	WHAT THE RECORD SHOWS An athlete-safety report was filed about the residency program in May 2026. The athlete says her question about staff training went unanswered.	WHAT WE ASK **Confirm in writing that all staff working with athletes hold the required training, and tell athletes how reports are handled.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
G8	WHAT THE RECORD SHOWS In 2025 the board discussed a gap in elite athlete health insurance.	WHAT WE ASK **Tell athletes the current status of that coverage.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

H PARTNERS AND THE PRO LEAGUE

The federation depends on outside support, and members cannot tell what that support is worth or what was promised in return.

4 REQUESTS

H1	WHAT THE RECORD SHOWS On November 1, 2024 Forum Club Handball, the association of leading European clubs, put its support for U.S. handball on hold. It said it did not agree with the circumstances of the change of CEO. By the former team manager's account, its clubs had invested about €500,000 since 2019 placing American players in Europe. As far as we can find, the federation has never publicly credited that investment, and has never publicly responded to the reasons Forum Club Handball gave for stopping.	WHAT WE ASK **Acknowledge in writing what Forum Club Handball and its clubs contributed. Answer the reasons it gave for withdrawing, including how the 2024 change of CEO was handled. Say what the board would do differently, before asking Forum Club Handball to invest again.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
H2	WHAT THE RECORD SHOWS New partners have been announced with no stated value. Members cannot tell cash from free product.	WHAT WE ASK **List each partner as cash or in-kind, with its yearly value.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
H3	WHAT THE RECORD SHOWS No policy is published on ties between partners and the federation's staff, coaches or directors.	WHAT WE ASK **Disclose any such tie under the conflict-of-interest policy.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

H4	WHAT THE RECORD SHOWS The federation endorsed a private pro-league venture and tied its Pan American qualifiers to that venture's first event, which was cancelled.	WHAT WE ASK **Publish the agreement's status: whether the federation is bound until 2028, what the change of venue cost, and whether the endorsement stands.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

THE LAW AND THE PLAN AFTER 2028

The federation holds its status under federal law, and its host berth in 2028 is a one-time ticket. **3 REQUESTS**

I1	WHAT THE RECORD SHOWS The Ted Stevens Act sets duties for every national governing body, including reasonable member representation and prompt, fair grievance procedures.	WHAT WE ASK **Publish a point-by-point answer to the nine duties: what the law requires, what the federation does, and the document that proves it.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
I2	WHAT THE RECORD SHOWS We have found no published, funded plan for the four years after Los Angeles.	WHAT WE ASK **Publish a 2028 to 2032 development plan for clubs, youth and national teams, with clubs consulted on it.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:
I3	WHAT THE RECORD SHOWS Bylaw 14.16 prohibits retaliation against anyone who reports misconduct.	WHAT WE ASK **Confirm in writing that no member, athlete, coach or club will be penalized for raising the matters in this list.**	BOARD'S ANSWER ☐ Adopt ☐ Adopt in part ☐ Decline Reason or date:

SUMMARY

56 REQUESTS IN NINE PARTS

PART	SUBJECT	REQUESTS	THE ONE THAT MATTERS MOST
A	Notice and information	**6**	A1: 30 days' notice before any bylaw change
B	Money	**5**	B1: current-year accounts published
C	How members are answered	**4**	C1: a written standard for replying to members
D	The board, elections and the bylaws	**12**	D2 to D4: restore what members could decide or begin
E	Decisions and objections	**7**	E2: panel orders carried out during an appeal
F	The rule book and competitions	**7**	F6: clubs heard first on how we compete
G	Developing the sport	**8**	G3: a referee plan with a budget

H	Partners and the pro league	4	H4: the status of the pro-league agreement
I	The law and the plan after 2028	3	I1: a point-by-point answer on the Ted Stevens Act

Submitted by New York City Team Handball Club, member club of USA Team Handball. Contact: nyc@newyorkcityteamhandball.com

This list is part of Time Out, an independent page published by New York City Team Handball Club. It is not an official publication of USA Team Handball, the United States Olympic & Paralympic Committee, the International Handball Federation or LA28. People are referred to by role. An officer of this club also serves on the board of Forum Club Handball. Corrections are welcome. Last updated November 19, 2026.