

2026 INSPECTORS

LEADERSHIP RETREAT



**LIVING THE RITUAL
THE MEANING MAKES THE MASON**

BURLINGAME * AUGUST 21-23



Masons
of California



Welcome to the 2026 Inspectors Retreat!

My Dear Worshipful Brothers,

As you gather for this retreat, remember that you have already answered one of the highest calls in our fraternity—the call to serve. An Inspector does far more than ensure ritual excellence. He helps carry the Light of Freemasonry into every lodge he visits, strengthening the Craft by strengthening the hearts of its brethren.

Whether you are serving for the first time, returning with experience, or guiding inspectors as Assistant Grand Lecturers, I thank each of you for saying yes to this sacred trust. Your willingness to labor in the quarries of our fraternity is a gift to us all.

This year, I invite you to look beyond the words and movements of our ritual and seek the deeper truths they reveal. Our responsibility is not simply to teach what we do, but to help our officers and candidates discover why we do it. Like the working tools entrusted to every Mason, our instruction should shape not only the mind, but also the character and the soul.

May the Great Architect of the Universe guide your labors, strengthen the cement of Brotherly Love, Relief, and Truth among us, and bless the work we begin together.

Thank you for accepting this sacred trust. Let's begin.

Fraternally Yours,
Ara Maloyan
DEPUTY GRAND MASTER
GRAND LODGE OF CALIFORNIA, F. & A.M.

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ASK ARA ANYTHING



AGENDA AT A GLANCE

FRIDAY EVENING

4:00 p.m.–9:30 p.m.

BOOT CAMP & WELCOME DINNER

For incoming Inspectors, a focused onboarding that grounds every Inspector in the fundamentals of the role. Dinner runs alongside the session, so the training and the fellowship move together.

SATURDAY

10:00 a.m.–5:15 p.m.

INSPECTORS RETREAT

The day opens with the vision and expectations for the year ahead, moves into working sessions that build on one another through the day. Lunch is included.

6:30 p.m.–7:00 p.m.

NO-HOST RECEPTION

7:00 p.m.–9:00 p.m.

RETREAT DINNER

A shared meal and good company to close the evening, with the opportunity to get acquainted with the Deputy Grand Master.

SUNDAY

7:30 a.m.–8:30 a.m.

BREAKFAST

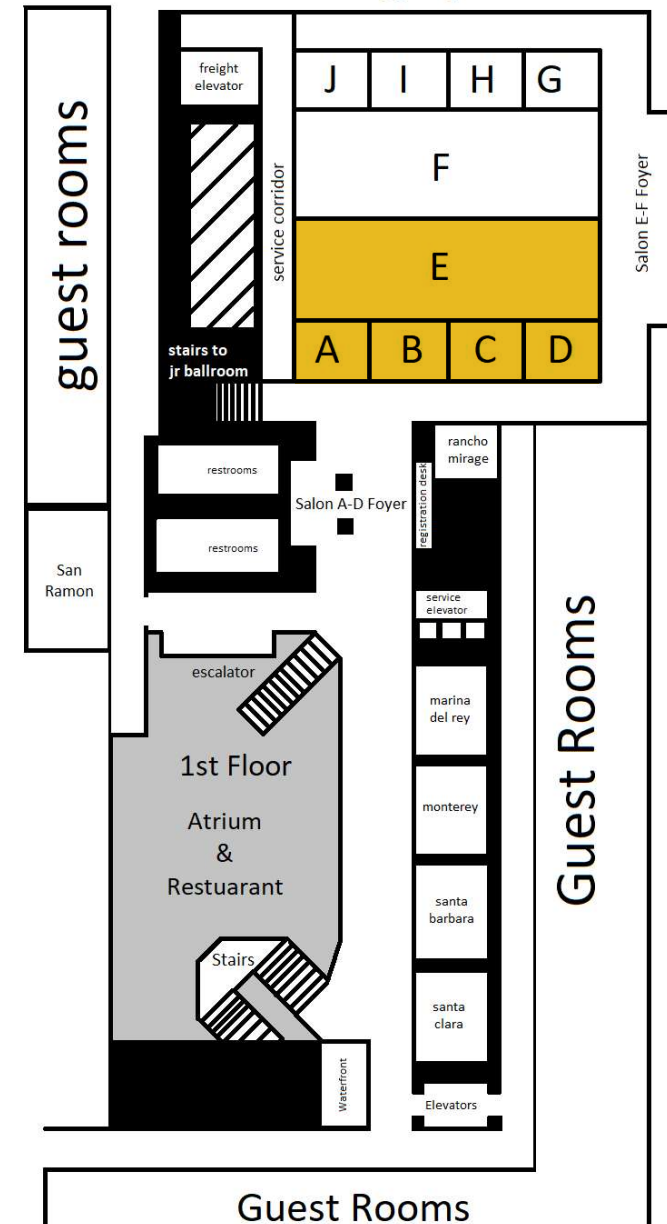
8:30 a.m.–11:30 a.m.

INSPECTORS RETREAT

Final sessions with time to reflect and prepare on what to carry forward.

HOTEL FLOOR PLAN

2nd Floor Meeting Space



FRIDAY BOOTCAMP

Receive the Light.

FRIDAY: PREPARING THE LEADER

*"Yesterday I was clever, so I wanted to change the world.
Today I am wise, so I am changing myself." - Rumi*

4:00 p.m.
BAYSIDE 3

WHAT IS AN INSPECTOR?

Matt Vander Horck

As you step into your role as mentors and key stewards of ritual, leadership, and lodge health, understand what your district needs.

INSPECTOR ORIENTATION

Christian Marano, Charles Dimaano

Learn the Forms, Dispensations, Expense Reports, Lodge Reports, Lodge Support, and the Inspector Playbook to help you support your lodges.

INSPECTOR RHYTHM, COMMUNICATIONS AND EXPECTATIONS

Corey Leighty, Rio Santonil, Charles Dimaano

Learn the use of Calendars, District Communication, Official Visit v. Visitations, Common Misconceptions, and when to involve the AGL.

YOUR FIRST SCHOOL OF INSTRUCTION

Matt Vander Horck

Learn the minimum standards, first steps, and calendar as you plan your OSI.

7:00 p.m.
BAYSIDE 3

DINNER AND Q&A WITH AGLS

Deepen ties and gain insights from experienced AGLs over dinner.

OFFICERS' COACHES

Michael Wilson, Corey Leighty

Understand the vital role of Officers' Coaches and how to work with them to elevate officer performance.

QUALIFICATIONS: OFFICERS & LODGES

Narbeh Bagdasarian, Rio Santonil

Learn how to manage the officer and lodge qualification process with clarity and confidence.

SURVEY 1 - BOOTCAMP



FRIDAY NOTES

[illegible]

FRIDAY NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is a vertical margin line on the left side, creating a narrow left margin. The paper appears to be from a notebook or a standard ruled document.

SATURDAY

Understand the Light.

SATURDAY: LIVING THE RITUAL

"Raise your words, not your voice. It is rain that grows flowers, not thunder." - Rumi

8:15–8:45 a.m.
MEET IN LOBBY

MORNING MEDITATION WALK

A short walk to the shore, or sit with brothers in a space provided at the hotel. Time to reflect, set intentions, ground, and connect with others.

10:00–10:25 a.m.
SALON E

START THE DAY BY BUILDING MASONIC BONDS

A shared welcome to prepare for the journey ahead as inspectors.

10:25–10:55 a.m.
SALON E

TAKE UP THE TOOL, CARRY THE MEANING

Explore the six working tools with a fresh perspective and intention and choose one as your guiding tool for the weekend. Consider what it means, how it shows up in your life, what it has taught you, and how you use it to teach, coach, and inspire others as inspectors.

10:55–11:05 a.m.
SALON E

THE MEANING MAKES THE MASON

Matt Vander Horck shares his vision for inspectors guiding officers and lodges in the year ahead.

11:05–11:25 a.m.
SALON E

KEYSTONE INITIATIVE

Allan Casalou shares what the initiative means for the brotherhood.

*SURVEY 2 - SATURDAY MORNING



11:25–11:40 a.m.

BREAK*

**11:40 a.m.–
12:30 p.m.**

GROUP 1 TO SALON A
GROUP 2 TO SALON B
GROUP 3 TO SALON C
GROUP 4 TO SALON D

BREAKOUT: HARMONY IN THE LODGE

Gain tools to identify issues early, facilitate open communication, and guide lodges through difficult situations with confidence.

12:30–1:25 p.m.

LUNCH

1:15–1:25 p.m.
SALON E

LEADING THROUGH OSI

Matt Vander Horck shares his vision for what becomes possible with and through Officer Schools of Instruction.

1:25–1:40 p.m.

BREAK

1:40–2:30 p.m.

GROUP 1 TO SALON A
GROUP 2 TO SALON B
GROUP 3 TO SALON C
GROUP 4 TO SALON D

BREAKOUT: OSI'S THAT TEACH, COACH, AND INSPIRE

Expand your perspective on how OSI's help every officer understand how the work is done, and why it changes a man.

2:30–2:45 p.m.

BREAK

SATURDAY

2:45–4:00 p.m.
SALON E

STEWARDSHIP OF THE LODGE

The practical essentials that keep your lodges sound, solvent, and thriving.

- Alcohol & Fundraising (Narbeh Bagdasarian)
- Clear Books, Protected Halls, Lasting Lodges (Steve Yeffa)
- Lodge Craft Tool (Jordan Yelinek)

***SURVEY 5 - STEWARDSHIP AND ADMINISTRATION**



4:00–4:15 p.m.

BREAK*

4:15–5:15 p.m.
GROUP 1 TO SALON A
GROUP 2 TO SALON B
GROUP 3 TO SALON C

BREAKOUT: NAVIGATING ADMINISTRATION

Get the answers you need to navigate these administrative responsibilities with confidence.

5:15–6:30 p.m.

BREAK

Unwind, join in on some Corn Hole, and connect with others.

6:30–7:00 p.m.
SALON E

RECEPTION & GRAND LODGE OFFICERS MEETUP

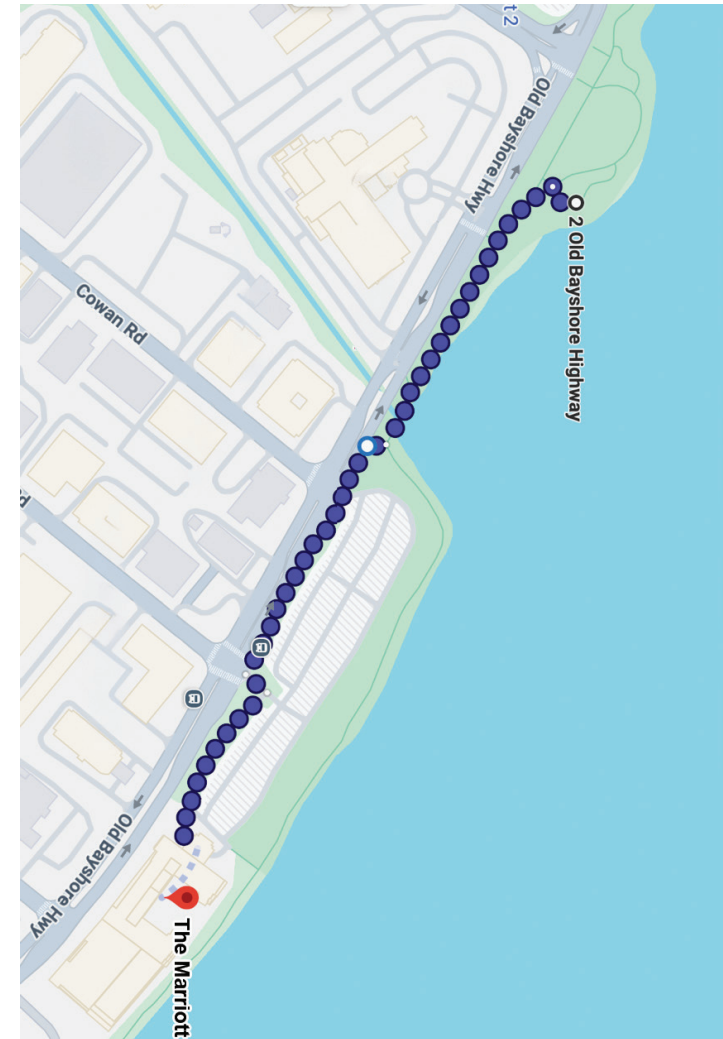
Meet up with each other and Grand Lodge officers during this no-host bar reception before dinner.

7:00–9:00 p.m.
SALON E

DINNER & DEPUTY GRAND MASTER FIRESIDE CHAT

Connect over dinner and get to know the Deputy Grand Master, his background, and his vision for the craft.

MAP OF THE WALK ROUTE



THE KEYSTONE INITIATIVE

ROADMAP TO A  WORLD IN HARMONY

Our fraternity strategic plan is a call to action—three pillars that every brother and lodge can bring to life:

1

BUILD STRONG AND CONFIDENT LEADERS

Strong leaders are the foundation of thriving lodges. They create harmony and vitality. With strong and confident leadership, our lodges can become places of inspiration and stability.

2

DEEPEN OUR MASONIC EXPERIENCE

Masonry should be a journey of purpose for every brother, guest, and future Mason. Our meetings should be inspiring, uplifting, and meaningful. Our Masonic spaces should be inviting and vibrant.

3

DEMONSTRATE OUR VALUES IN OUR COMMUNITIES

Through our actions, we can be a powerful force for good. The world will know Masonry through visible service to our communities. Philanthropy is at the heart of Masonry, and we will work to build a strong culture of giving in every lodge.

THE KEYSTONE INITIATIVE

ROADMAP TO A  WORLD IN HARMONY

RESULTS AFTER 1 YEAR:

BUILD STRONG AND CONFIDENT LEADERS

- ✓ Every officer has a job description
- ✓ Leadership Retreats had the highest attendance ever

DEEPEN OUR MASONIC EXPERIENCE

- ✓ Masonic Education content for more meaningful stated meetings
- ✓ LodgeCraft meeting planning platform launched to make planning and executing meetings easier
- ✓ Hall Assessment Program
- ✓ Masonic Insurance Company launched to insure halls
- ✓ Eight new lodges are under dispensation

DEMONSTRATE OUR VALUES IN OUR COMMUNITIES

- ✓ Masonic Homes volunteer platform launched
- ✓ Masonic Builders Committee introduced
- ✓ Statewide volunteer opportunities launched

TELL US WHAT YOU THINK!

Scan for survey.>



WORKING TOOLS

1. How does the tool you choose show up and guide you in your life?
2. What's a unique way you can use this tool in the work of an inspector?
3. Write out a 7-word meaning of the tool you chose.
4. What else did you notice from this exercise?
5. **SUNDAY CHECK-IN:** Where did your tool show up this weekend? Where will it show up in your district first?

HARMONY IN THE LODGE BREAKOUT

1. Write out the simple framework you will teach your lodge leaders. Keep it to three steps.
2. Write two coaching questions you will keep in your pocket, questions that move a Master toward his own answer.
3. What helps you stay in listening and away from advice giving?
4. What warning signs will you start watching for, and what tells you a problem is a red light, a yellow light, or a green light?
5. What one or two things will you take back to your district?

SURVEY 3 - BREAKOUT: HARMONY IN THE LODGE



OSI BREAKOUT

1. **STOP** | **START** | **CONTINUE**

2. Which OSI attendee do you want to focus on, and what does he need, worry about, and hope for from your OSI?

3. What do you want officers saying about your OSI on the drive home?

4. What else are you taking away from this session?

SURVEY 4 - BREAKOUT: OSI'S THAT TEACH, COACH AND INSPIRE



FUNDRAISING & ALCOHOL

C.M.C. Sections that we must know well!

§809.210. PERMITTED FINANCIAL SUPPORT

§809.220. ADDITIONAL FINANCIAL SUPPORT

§809.230. ADDITIONAL FINANCIAL SUPPORT FOR CHARITABLE ACTIVITIES

§809.400. CONTRIBUTIONS AND OTHER FINANCIAL ASSISTANCE

§809.520. EXPENDITURES

§809.530. PROHIBITED EXPENDITURES

§809.540. REQUIRED EXPENDITURES

§809.550. DISCRETIONARY EXPENDITURES

§809.560. SOCIAL AND FRATERNAL EXPENDITURES

§811.010. ALCOHOLIC BEVERAGES

§811.020. FINANCIAL AID SOLICITATION

§811.030. FRAUDULENT OR ILLEGAL VENTURES

§811.040. GAMBLING

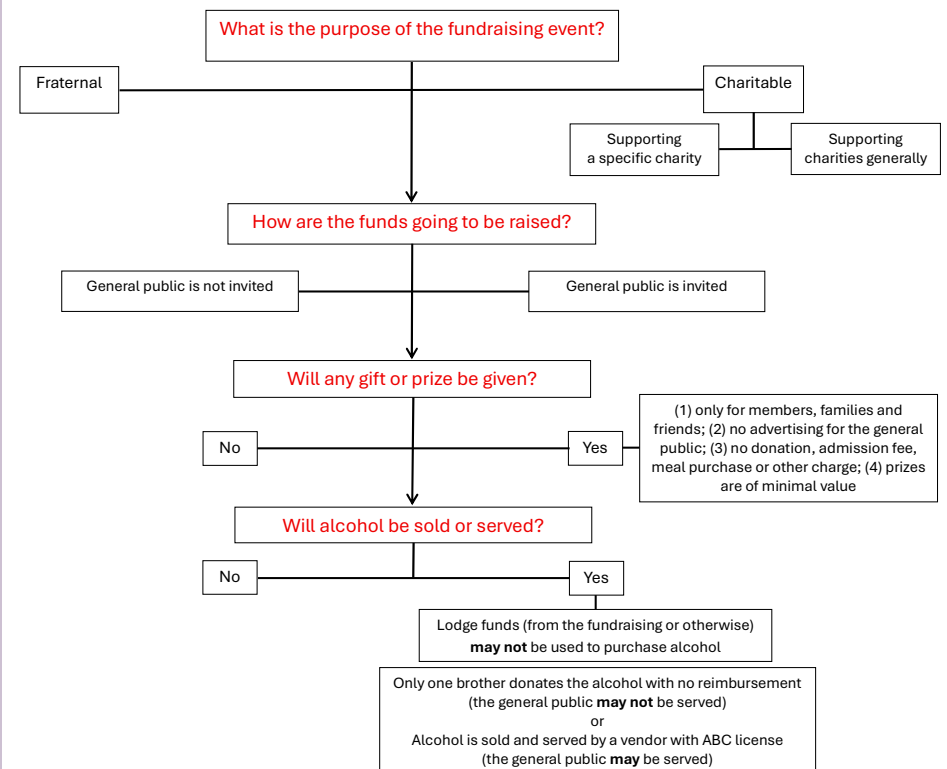
§811.050. BINGO AND BUNCO

FUNDRAISING & ALCOHOL

Ask Your Lodges to go through all these questions as they plan their event and present you with a full report citing the relevant CMC sections

1. What is the primary purpose of the event (fraternal or charitable)?
 - a. Is there a plan to support a specific charity? Is it a Masonic charity?
 - b. Is there a plan to financially support the Lodge or the Hall?
 - c. Is there a plan to purchase or do something for the Lodge or the Hall?
2. Where is the location of the event?
3. Who is invited (Masons, their family and friends, the general public)?
4. Is there a charge or is the event free?
5. Will Lodge funds be used at all? If so, to pay for what?
6. Is there a plan to raise funds? What is that plan?
7. How will the funds be raised (tickets, admission fee, donations or otherwise)?
8. What exactly will the admission fee or the ticket cover?
9. How and where will the event be announced or advertised?
10. Will any prize or gift (money or otherwise) be given?
11. What funds will be used to cover such prizes or gifts?
12. Is alcohol going to be sold or served?
13. How will the alcohol be sold or served? Where will the alcohol come from?
14. What are the anticipated expenses? Explain.
15. What is the anticipated income and how will it be handled? Explain.

FUNDRAISING & ALCOHOL



FUNDRAISING & ALCOHOL

If the Lodge sells tickets, consider the following:

For a fraternal event (not a charitable event):

The Lodge may sell tickets only to Masons and their families and friends.

The Lodge may not sell tickets to, or solicit, the general public.

When selling tickets, Lodges must disclose that profits from the event will be used for the fraternal, rather than charitable, purposes. If such disclosure is not made to ticket buyers, all proceeds from the event must be given to a recognized Masonic charity.

For a charitable event (not a fraternal event):

The Lodge may sell tickets to Masons, their families and friends, and the general public, as long as the Lodge makes sure that:

1. All publicity, tickets, and programs relating to the event clearly identify the charitable purpose and the charity that will receive the funds.
2. The net proceeds from the event are actually distributed to the charity (charities) that was (were) named.
3. Other CMC provisions relating to charitable activities are followed.

FINANCE PAGE

EXECUTIVE SUMMARY

Financial Stewardship, Captive Insurance & Hall Asset Management

1. GOOD FINANCIAL MANAGEMENT & KEY METRICS

Proactive stewardship requires disciplined capital allocation, operational transparency, and quantitative financial metric tracking.

Days Cash on Hand (DCOH)

$DCOH = \text{Cash} / (\text{Annual Ops Expense} / 365)$

Target: 90–180 Days. Measures liquidity to cover operating expenses during off-peak dues cycles without touching reserve funds.

Capital Reserve Funded Ratio (CRFR)

$CRFR = \text{Reserve Balance} / \text{Target Reserve Goal}$

Target: >70% Funded. Ensures readiness for major capital repairs (roof, boiler) without emergency dues levies.

2. THE CAPTIVE INSURANCE MODEL: KEY DRIVERS

Commercial property markets have subjected fraternal entities to surging premiums and extreme deductibles (\$25k–\$100k). Establishing a **Captive Insurance Company** provides a self-owned solution for long-term protection.

1. Cost & Premium Stability

Insulates lodges from broader commercial market fluctuations. Premiums are set based on our organization's actual claims history rather than external corporate losses.

2. Retained Wealth & Investment Yield

Unclaimed premium dollars stay in our fraternal ecosystem as underwriting surplus. Retained capital earns investment income that offsets future operational costs.

3. Tailored Terms & Lower Deductibles

Customizes policy limits and deductible tiers to fit historic lodge properties, replacing one-size-fits-all commercial mandates.

4. Direct Control over Risk & Claims

Aligns claim handling and property preservation standards with fraternal values rather than third-party insurer profit motives.

3. MASONIC HALL RISK ASSESSMENTS

Physical risk management directly supports captive stability. Professional engineering assessments evaluate property conditions and provide an actionable roadmap for Hall Trustees.

1. Construction & Mechanicals

Evaluates age and condition of roofing, plumbing, HVAC, and electrical systems to prevent major water or fire claims.

2. Protection Systems

Verifies working central fire alarms, commercial sprinkler systems, and automatic water leak shutoff sensors.

3. External Risk Exposure

Analyzes environmental hazards including wildfire proximity, flood plains, and surrounding structures.

Trustee & Officer Action Plan: (1) Calculate Lodge DCOH & Capital Reserve Funded Ratio. (2) Maintain digitized regalia/asset inventories. (3) Implement recommended assessment remediations to maintain captive eligibility and preserve property value.

ADMIN BREAKOUT

1. Records, audits, and your new support: Which lodge in your district needs the records conversation first? What will you hand to the new financial administrator, and what stays yours?

2. Insurance captive: Write the two-sentence explanation of the captive you would give a brand-new Master.

3. Alcohol and fundraising: Which what-if from your own district got its answer today? Write the answer down.

4. Lodge Craft: What will you look up in the app first? Who is your who-to-call for each essential?

5. One thing you commit to doing before your next official visit.

SATURDAY NOTES

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. On the left side, there is a vertical orange margin strip. The paper appears to be part of a notebook or a set of loose-leaf papers.

SUNDAY

Carry the Light into the world.

SUNDAY: RETURNING TO SERVE

*"As you start to walk on the way,
the way appears." – Rumi*

7:30–8:30 a.m.

BREAKFAST

8:30–9:00 a.m.
SALON E

REVIEW OF PROPOSED UPCOMING LEGISLATION

Allan Casalou previews the legislation that will be considered at the upcoming Annual Communication.

9:00–9:10 a.m.

BREAK

9:10–10:05 a.m.
GROUP 1 TO SALON A
GROUP 2 TO SALON B
GROUP 3 TO SALON C
GROUP 4 TO SALON D

BREAKOUTS:

BROTHERS BUILDING TOGETHER

Work through common and unique Inspector challenges together.

UNDERSTANDING RITUAL SYMBOLISM

Matt Vander Horck explores the spiritual, historical, and symbolic importance of Masonic ritual.

10:05–10:20 a.m.

BREAK

10:20–11:15 a.m.
GROUP 1 TO SALON C
GROUP 2 TO SALON D
GROUP 3 TO SALON A
GROUP 4 TO SALON B

BREAKOUTS:

BROTHERS BUILDING TOGETHER

UNDERSTANDING RITUAL SYMBOLISM

11:15–11:20 a.m.

BREAK

**11:20 a.m.–
12:00 p.m.**
SALON E

THE ROAD AHEAD TOGETHER

Close the weekend in celebration and with a clear vision of the road ahead.

BROTHERS BUILDING TOGETHER

START OF SESSION

1. Write your real district challenge in one sentence. What have you already tried?

GROUP WORK

2. What moves did your brothers offer? Write down every one worth keeping.

3. What did you hear while coaching a brother that applies to your own district?

CLOSE

4. What will you try first, and by when?

5. Name your network. Write the names and numbers of the men you will call when the next issue lands. And write the one brother whose challenge you will check in on next month.

6. What changed for you this weekend?



UNDERSTANDING RITUAL SYMBOLISM

[illegible]

CLOSING SESSION

1. Working tool reflection: Look at the tool on your lanyard. Where did it show up this weekend?

2. The Meaning Makes the Mason: What piece of the ritual means more to you now than it did on Friday?

3. Of everything you wrote in this workbook, which one commitment matters most? What is your first move, and by what date?

4. What do you want to be true in your district by the time we gather next year?

SURVEY 7 - RETREAT SURVEY



SUNDAY NOTES

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NOTES

NOTES

RESOURCES FOR LODGES

MEMBER SERVICES:

(415) 292-9180

memberservices@freemason.org

FINANCIAL SERVICES:

(415) 292-9170

financialservices@freemason.org

COMMUNICATIONS:

(415) 292-9180

communications@freemason.org

MASONIC ASSISTANCE:

(888) 466-3642

masonichome.org
assistance@mhcuc.org

SCAN TO
DOWNLOAD PRESENTATIONS
FROM THE WEEKEND:



We're Here for You

RELIEF FOR CALIFORNIA MASONS AND THEIR FAMILIES

- Information and referrals
- Statewide Masonic Outreach Services for members of all ages and their families
- Senior living villages in Covina and Union City, including assisted living and memory care, skilled nursing, and short term rehabilitation after surgery
- Shared housing for seniors in Covina

CONTACT US TODAY TO ACCESS SERVICES:

masonichome.org

(510) 380-5511
FOR LIVING IN UNION CITY

(888) 466-3642
FOR LIVING IN COVINA

Masonic Center for Youth and Families
Mental Health Services | mcyaf.org

(877) 488-6293 UNION CITY

(626) 251-2300 COVINA

Masonic Value Network

CARE RESOURCES + PRESCRIPTION DISCOUNTS

masonichome.org/valuenetwork

2026



Masons
of California