

Pay Love Forward Manual

“The Stone that was rejected has become the cornerstone.”



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Pay Love Forward: History and Mission

Pay Love Forward was officially founded in 2019, just before the pandemic reshaped the world. During the pandemic, we watched as the problems of isolation, disconnection, and despair gripped the world in ways never seen before. In a landscape of social distancing, deepening political divides, and growing misinformation, Pay Love Forward emerged as an alternative.

Pay Love Forward's roots stretch much further back, into the work of its founder, Dr. Matthew Leavenworth. For nearly a decade, Matthew worked as a mental health counselor, walking alongside individuals struggling to find hope, heal wounds, and make meaning out of their worlds. He saw firsthand that while counseling is a vital service, it is often not enough to heal the deep wounds so many carry. Too often, people leave the office and return to the same struggles: dysfunctional families, addiction, abusive relationships, and the quiet despair of hopelessness that weighs on so many.

Ultimately, every person is searching for answers to three fundamental questions: *Who am I? Why am I here? What can I do with my life that matters?* What people need most is not just advice or coping skills, but a sense of purpose and belonging. They need to feel heard, seen, and deeply valued. And they need to belong to something larger than themselves. These needs are met most powerfully in community.

Pay Love Forward exists to help answer those questions by building and sustaining compassionate communities for the at-risk and underserved through mentorship. We build communities rooted in two essentials: a **shared objective** and a **shared ethic**.

The objective can be anything: bowling, gardening, sewing, fly fishing, or, as with our founding community at SteepWorld, rock climbing. For us, the objective is secondary. The ethic is everything. Our ethic is to pay love forward, which means *to invest in others in ways that multiply*. We believe that each act of love sets off a chain reaction of connection and compassion, growing stronger with every link. Truly, this is a force that can change the world.

Our communities are open, inclusive, and service driven. We do everything community: creating new ones, supporting existing ones, connecting them to each other, and training the next generation of leaders to sustain them.

Pay Love Forward is not an organization you join. It is a lifeforce you carry.
This manual will guide you step by step in discovering, sustaining, and multiplying that lifeforce in your own community.

Learn more at www.payloveforward.net and join our Pay Love Forward Facebook group. Together, we can equip the next generation of leaders who will shape tomorrow. The future depends on it.



Community Building

Partnerships at Pay Love Forward

At Pay Love Forward, we believe in the power of partnership. We join with people, organizations, and communities of every kind, creating **mutually beneficial, symbiotic relationships** rooted in resource sharing and shared vision.

We believe that **everybody has something to give**. When we partner, we don't just add capacity, we multiply it. Together we can solve problems, strengthen networks, and help you reach *your* goals for service while advancing our shared mission of compassion.

What Partnerships Look Like

- **Training:** Sharing skills and resources that equip leaders and mentors.
- **Building Communities:** Starting and sustaining groups that embody compassion.
- **Hosting Events:** Collaborating on concerts, art projects, climbing nights, and other gatherings that bring people together.
- **Volunteering:** Investing time, talent, and energy where they are needed most.
- **Creative Collaboration:** Joining in any effort that strengthens connection, resilience, and hope.
- **And anything else you can imagine that makes the world a better place!**

Financial Partnerships

While there are many types of partnerships, we offer access to our nonprofit status and accounting system. Pay Love Forward collaborates with the Billings Community Foundation as a fiscal sponsor. To become a financial partner, applicants must complete a background check and be authorized as an independent contractor through Pay Love Forward. Partners have access to accounting services. Pay Love Forward can set up a "campaign," which separates all funds generated by the independent contractor. The Billings Community Foundation takes 8 percent at the time of donation. An additional 7% will be directed to the main Pay Love Forward account, totaling 15%. For every \$100.00, Independent Contractors will have access to \$85.00 for expenses and services provided.

Our Guiding Ethic

For us, **ethic is everything**. Our ethic is simple: *pay love forward*, which means to invest in others in ways that multiply. So long as you are invested in that ethic, we will stand with you, pour into you, and build together. In doing so, we strengthen one another and make our community stronger.

An Invitation

This manual is designed to outline that process of partnership. Partnership can take many different shapes and forms, and this is not a one-size-fits-all model. Instead, it is an **invitation**, one that emphasizes the *why* above the *what* and *how*. When we begin with shared purpose and ethic, the forms of collaboration will follow.

WE CANNOT WAIT TO PARTNER WITH YOU AND PARTICIPATE IN
YOUR JOURNEY OF BECOMING A COMPASSIONATE LEADER!!!!!!!



Case Study 1: Pay Climbing Forward

The first time Pay Climbing Forward met, nobody came. What began as an idea (to connect clients from counseling in a real-world setting) started with disappointment. But that empty room became a lesson every leader needs to hear: building community takes time, patience, and persistence.

The group endured through seasons of growth and contraction, even during the long, difficult stretch of Matthew's son's leukemia. It became more than a climbing night. Over time, it grew into a rallying place, a living demonstration of what a Pay Love Forward community can look like.

On the surface, it was about climbing. But in practice, it became a relational meeting place for leaders who would later branch out and form their own communities. It was the seedbed of the nonprofit itself, as well as a place where skills were shared, relationships formed, and the ethic of paying love forward took root.

The community also became known for its creativity. Challenges like box stacking, sock wrestling, LARP-style battles, and absurd challenges like the time when we hosted a lead climbing competition where archers pelted climbers with foam arrows. Every month, we turned nights into unforgettable stories, climbed, cared for each other, and ate pizza. Groups from across the city joined in, bringing diversity and energy, and pay love forward began to grow.

Pay Climbing Forward proved two things: that communities built around a shared objective can endure even through hardship, and that when they are infused with play, creativity, and compassion, they become rallying points. What started as an experiment became the foundation for a movement.



Types of Communities

Not all communities are the same. Pay Love Forward recognizes that communities can take many forms, each with unique strengths and challenges. Knowing the type of community you are building helps leaders set clear expectations and foster growth.

A true Pay Love Forward community is **open and inclusive, clearly states the ethic of paying love forward, emphasizes networking and interconnectivity, and focuses on serving the at-risk and underserved**. There are many other types of communities that also qualify as compassionate communities, and we celebrate them all. Yet this open, inclusive, service-centered model is at the core of our philosophy.

1. Closed Communities

Small, committed groups with clear membership boundaries. Examples include support groups, recovery circles, or mentoring cohorts.

Strength: depth of trust.

Risk: exclusivity.

2. Open Communities

Welcoming to anyone who shows up. Examples include climbing nights, art projects, or service gatherings.

Strength: inclusion and outreach.

Risk: lack of cohesion without strong anchors.

3. Task-Oriented Communities

Formed around accomplishing a project or goal, such as mural painting, food drives, or event planning.

Strength: clear direction and tangible results.

Risk: disbanding after the task unless relationships are nurtured.

4. Process-Oriented Communities

Focused less on outcomes and more on shared experience—conversation groups, reflection circles, or wellness gatherings.

Strength: safe space for transformation.

Risk: lack of structure without skilled facilitation.

5. Hybrid Communities

Many Pay Love Forward groups blend these types. A climbing community may start open, develop closed mentoring sub-groups, and occasionally mobilize around task projects.

Strength: flexibility.

Risk: confusion if leaders are unclear about purpose.

6. Identity-Based Communities

Built around a shared identity, story, or life experience—such as veterans, single parents, or youth with special needs.

Strength: deep empathy and understanding.

Risk: isolation if the group does not build bridges outward.

7. Networked Communities

Connected across multiple sites but held together through shared practices, symbols, and communication platforms. Examples include Pay Love Forward chapters or national

mentoring movements.

Strength: scalability and shared momentum.

Risk: dilution of intimacy without strong local anchors.

8. **Seasonal Communities**

Groups that gather for a limited time or recurring season, like summer climbing sessions, holiday service projects, or retreats.

Strength: high energy and focus.

Risk: disconnection when the season ends unless there is a pathway for ongoing involvement.

The ethic of paying love forward remains the anchor. Regardless of type, every community exists to invest in others in ways that multiply.

The Pay Love Forward Community Growth Model

Every compassionate community moves through stages. The journey is not linear but cyclical — each new member, each new challenge, and each act of renewal brings the community back through these stages in fresh ways.

These stages are simple to name, but they take a lifetime to walk with others.

1. Gathering

- **What it is:** The first spark. People come together around a shared objective — climbing, art, gardening, music. Hope is high, but roots are shallow.
- **Leader's task:** Create safety and welcome. Share the ethic of paying love forward. Begin rituals that mark belonging.
- **Mentoring support:** Leaders are coached to see that the first impression shapes the whole journey. Mentors remind them to lead with presence, not perfection.

2. Aligning

- **What it is:** Trust deepens. Roles become clearer. Members begin to invest in one another. The ethic takes root.
- **Leader's task:** Foster inclusion. Clarify expectations. Share ownership. Celebrate progress.
- **Mentoring support:** Leaders learn to balance structure with openness. Mentors help them see subtle risks: cliques, complacency, quiet withdrawal.

3. Colliding

- **What it is:** Differences surface. Personalities clash. Old wounds and hidden fears rise. Every true community must pass through this.
- **Leader's task:** Normalize conflict. Guide members with compassion and clarity. Anchor everyone back to the covenant.
- **Mentoring support:** Leaders are reminded that tension is not failure but growth. Mentors help them process their own reactions and stay grounded.

4. Belonging

- **What it is:** A real sense of family emerges. Members feel seen, heard, and valued. Vulnerability is possible. Stories are shared.
- **Leader's task:** Keep the circle open. Guard against exclusivity. Draw in the at-risk and underserved so belonging multiplies outward.
- **Mentoring support:** Leaders are encouraged to notice who is still on the margins. Mentors remind them that true belonging is tested by how the least powerful are treated.

5. Creating

- **What it is:** The community becomes generative. Members initiate new ideas, serve others, and reach outward. Compassion multiplies.
- **Leader's task:** Step back so others can step forward. Encourage experiments. Tell and retell the stories of transformation.
- **Mentoring support:** Leaders are challenged to release control. Mentors help them trust the process and invest in the next generation of leaders.

6. Renewing

- **What it is:** Every community faces seasons of fatigue, loss, or decline. Renewal is the stage of returning to the source — remembering the ethic, re-centering on purpose, and beginning the cycle again.
- **Leader's task:** Name the need for renewal without shame. Lead the community back to its roots. Invite fresh voices.
- **Mentoring support:** Leaders are reminded by mentors that decline is not death, but an invitation to rebirth. Renewal requires humility and courage.

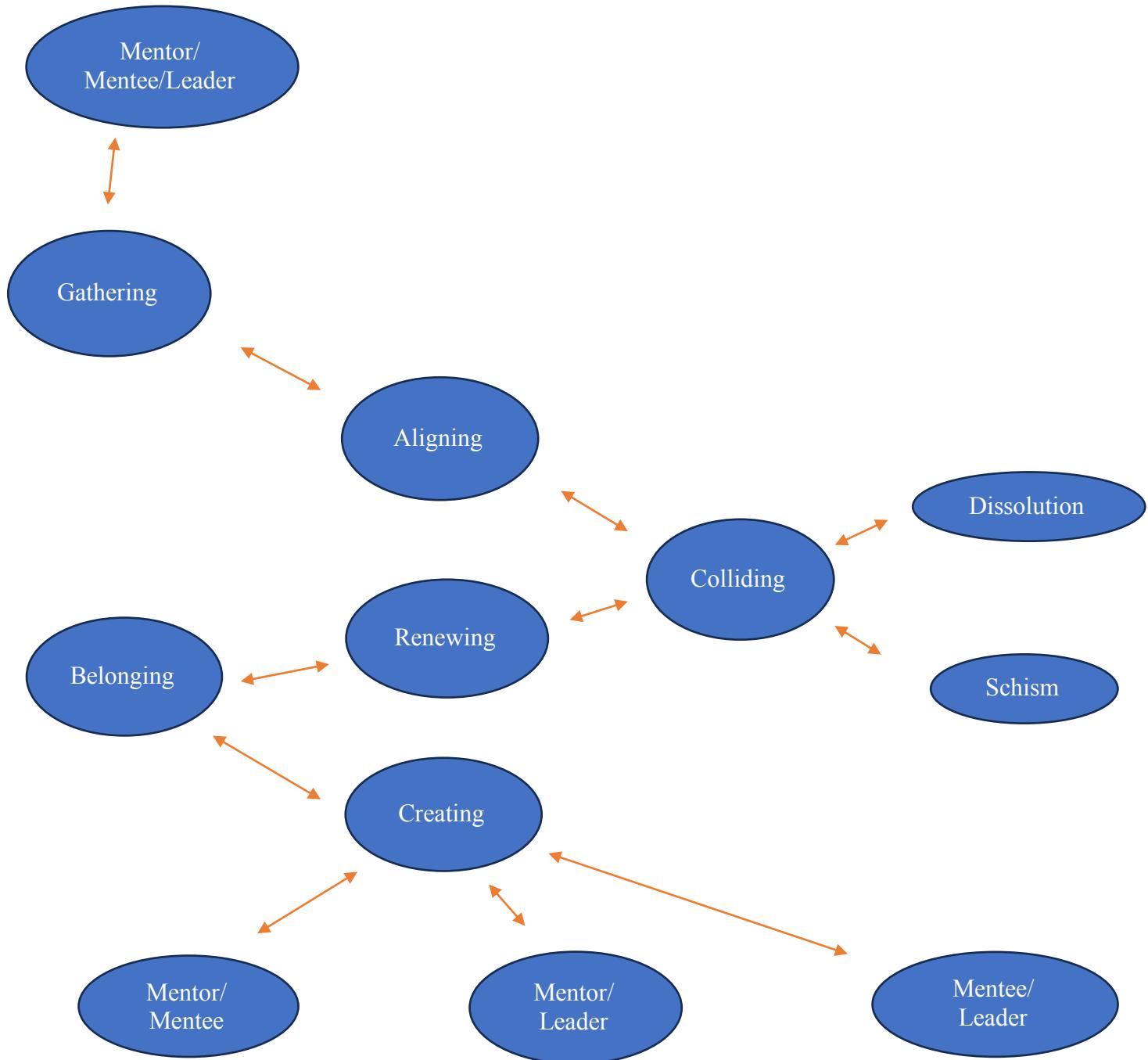
The Role of Leadership Mentoring

Every stage of community development tests leaders in different ways. This is why no leader can walk the path alone. Leadership mentoring ensures that leaders themselves are seen, heard, and guided as they guide others.

- In **Gathering**, mentors remind leaders to keep it simple.
- In **Aligning**, mentors stress inclusion.
- In **Colliding**, mentors help them face conflict with grace.
- In **Belonging**, mentors sharpen their vision for the margins.
- In **Creating**, mentors teach leaders to release control.
- In **Renewing**, mentors walk with leaders through weariness, grief, and new beginnings.

***This model is easy to understand, but hard to live.** Each stage takes wisdom, patience, and time. Leaders who embrace this cycle will find not only that their communities grow, but that they themselves are transformed in the process. This is why mentorship is so essential. Having a mentor who understands that communities go through stages of development, can help you walk through the hard times and celebrate the process of growth.

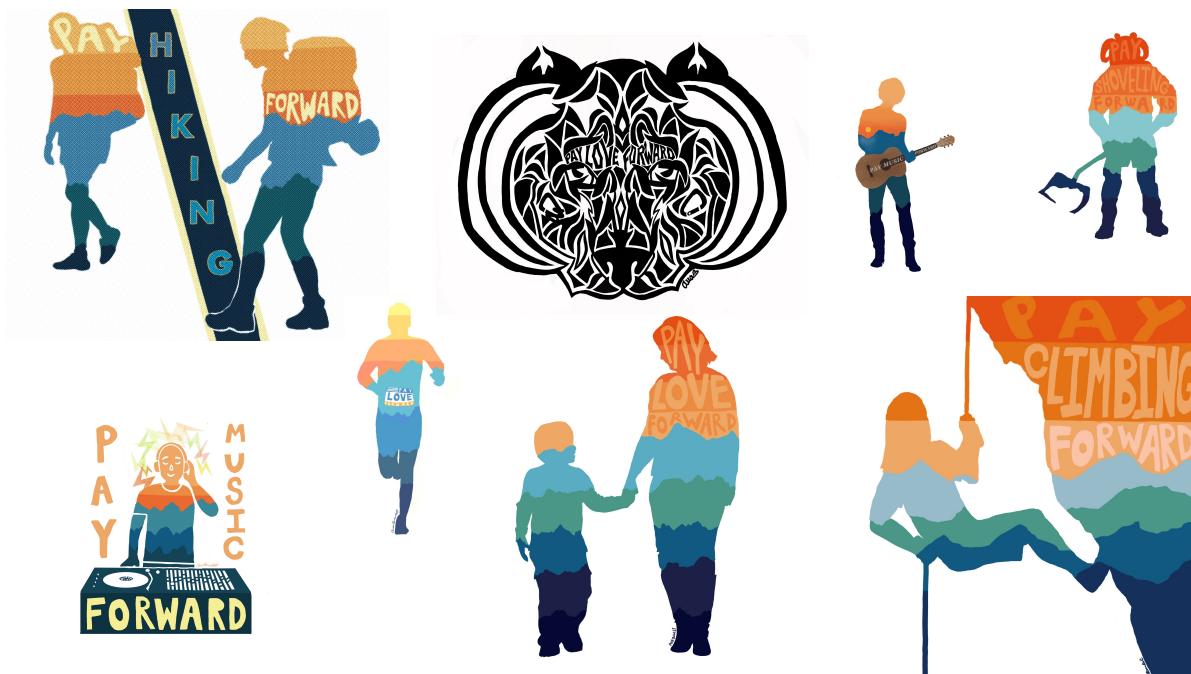
Community Growth Model



*This graphic outlines the process through which the inception of a community, guided through mentorship, enters into the community life cycle. Throughout that lifecycle, communities go through various stages of development. If communities survive the “colliding stage,” they can go on to deeper levels of engagement and ultimately produce more compassionate communities and more mentoring relationships. As with every stage development model, not all communities will go through all stages, and often, communities may cycle through more than one of these phases as it develops.

Interconnectivity

Names, symbols, and art are more than decoration — they are the connective tissue of our movement. When every community uses the language of *Pay Love Forward*, carries the same name, and shares the same symbols, it signals that we are part of something larger than ourselves. Art, in particular, creates visible rallying points: murals, logos, and icons that embody the ethic and invite people to belong. These shared expressions make it possible for communities that look very different — from climbing gyms to art studios to mentoring circles — to instantly recognize one another as family. In a culture fragmented by isolation and division, shared names and symbols weave us into a network of compassion that cannot be easily broken.



**Use these symbols and images to tell the world we stand together!*

Case Study 2: Murals as Community Connectors

When Pay Love Forward partnered with muralist Elyssa Leininger, we discovered something profound: murals do more than beautify walls... they connect people.

The first projects at the YWCA and the Mental Health Center became beacons of hope. Residents, staff, and neighbors gathered with brushes in hand, painting side by side. Families in transition added color to their new homes, while community members who had never met before swapped stories as the walls came alive.

Later, in the Life Skills Room at Senior High, students with disabilities created their own mythic worlds. A boy with Down syndrome introduced “The Iron Hammerhead,” his superhero alter ego. Another student who had always refused to participate finally picked up a brush. Each breakthrough, each laugh, each brushstroke turned the classroom into something more than a room; it became a community.

And the impact didn’t stop when the paint dried. The murals sparked new opportunities: art classes where students could continue creating, volunteering roles for community members who wanted to stay engaged, and partnerships that linked the art projects to other Pay Love Forward communities. Climbing nights at Steep World began welcoming mural volunteers, and students who first picked up a brush in the Life Skills Room found themselves cheered on as they tried climbing a wall for the first time.

What began as art became connection. More muralists joined the movement, painting more spaces, bringing more hope and beauty. Each mural linked one community to another, creating visible signs of hope across the city. They became rallying points where people could gather, belong, and imagine a different future together... proof that beauty, once planted, multiplies into compassion, relationship, and renewal.



Activating Space

Communities thrive when connection becomes visible. Activation—the act of bringing light into neglected spaces—is often the beginning of transformation. A mural, a gathering, or a public art gesture can be a potent first step.

Pay Love Forward sees activation as an initiation, not the end point. Whether through a mural or a movement like the Century Club, activation opens doors to relationship, learning, and sustained growth.

Phases of Activation

1. Create Beauty

Activation often begins with visible signifiers: murals, stories, art interventions. These acts interrupt neglect and signal care.

2. Make Relational Connections

As people gather around the activation, trust and relationships begin. Shared experience turns a place into a community node.

3. Uncover Needs & Understand

With connection comes permission to share real stories, reveal struggles, and surface opportunities for intervention.

4. Respond Through Partnership

Nonprofits, resident leaders, civic institutions step in. Resources flow to match the needs uncovered.

5. Build Sustainable Community

The goal is not a one-time project but enduring networks, habits, and institutions that keep hope alive.

Empirical & Case Evidence

- **Graffiti Deterrence & Mural Presence:** Studies have found that murals decrease vandalism and unwanted tagging in spaces that were previously targets of graffiti. [ResearchGate](#)
- **Public Art & Perceived Safety / Wellbeing:** Research and case studies suggest that public art can enhance residents' sense of safety and wellbeing, contributing to improved quality of life in neighborhoods. [housingmatters.urban.org+1](#)
- **Murals & Crime Reduction in High-Crime Areas:** A study examining public art projects in high-crime zones found an association between the introduction of murals and declines in calls for violent crime (though causation remains complex). [SAGE Journals](#)
- **Firearm Injuries & Art Installations:** The NEA's research lab is investigating how murals may reduce firearm-related incidents as part of applying Crime Prevention Through Environmental Design (CPTED) principles. [firearminjury.umich.edu](#)
- **Mixed Findings & Limitations:** Some recent studies, like one in Cincinnati, did *not* find statistically significant crime reduction after murals, though they did find increased foot traffic and neighborhood vitality. [University of Cincinnati](#)

These findings suggest activation is promising, especially when tied to relational, structural, and sustained work—not simply the paint on the wall.

Examples

- **988 Murals:** Pay Love Forward has painted twelve 988 murals across Montana, each of which opened space for connection and new partnerships. At the YWCA, seven different organizations collaborated on the mural, and now our presence there includes art classes for families, trainings in compassionate listening, and multiple ongoing projects.
- **Century Club:** Committing \$10,000 quarterly is an activation move—opening doors. But the deeper work comes when the connections, relationships, and capacity of 100 men are coordinated to support nonprofits exactly where they are and build sustainable systems together.

Activation births possibility. The real work lies in carrying that spark forward—connecting light with system, space with story, beauty with structure, hope with follow-through



Case Study 3: A Convergence of Community

Pay Love Forward calls them convergences — moments when creativity, capacity, and compassion are directed into one event that becomes larger than the sum of its parts. One such convergence brought together an obstacle course, a concert, and a wellness challenge, weaving them into a single celebration of community.

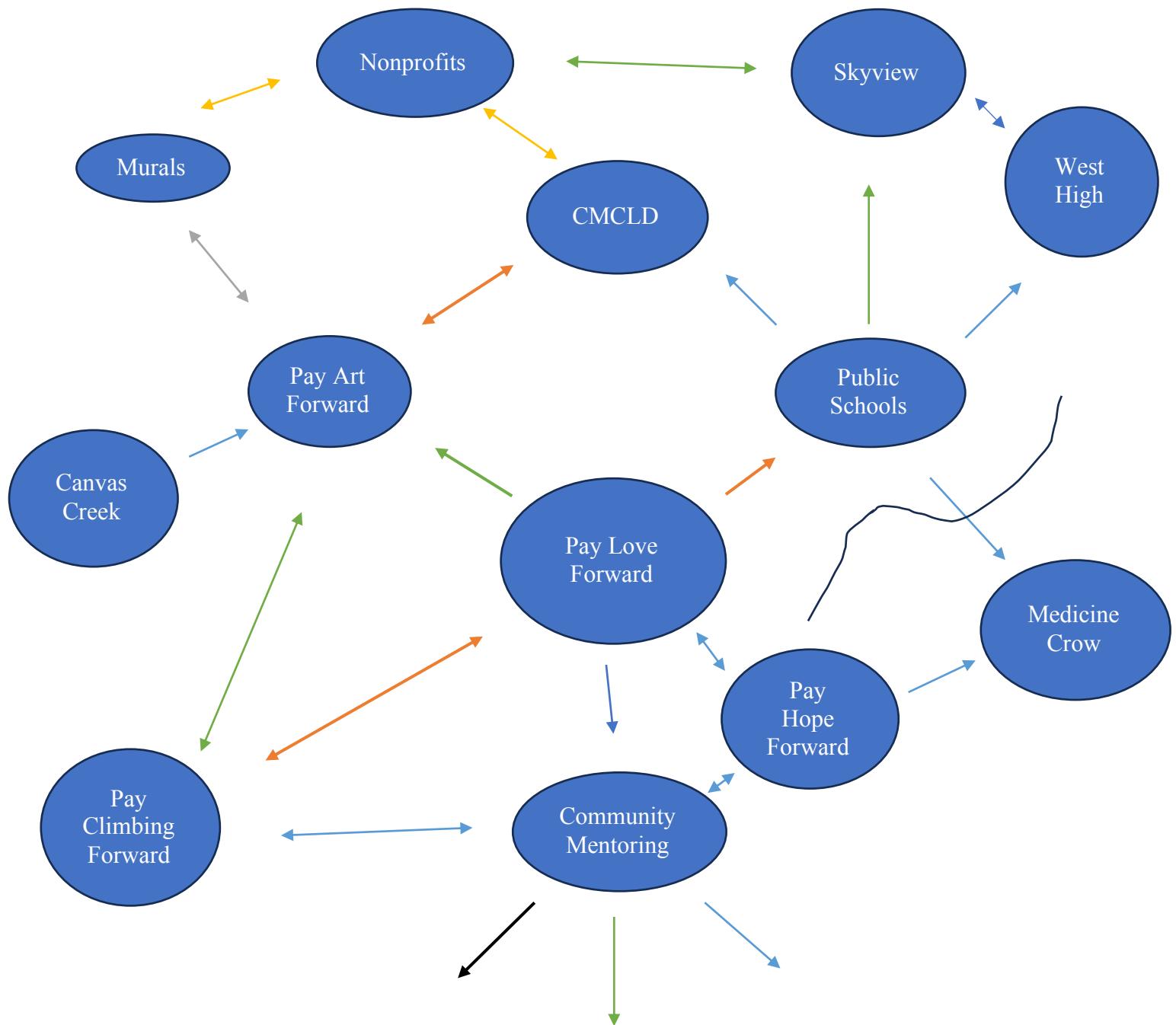
The centerpiece was the **Grizzly Goat Obstacle Course**. Nine nonprofits each designed and built an obstacle, turning the course into a living symbol of collaboration. Families, kids, and volunteers ran through challenges that carried the imagination and spirit of the organizations behind them. More than play, it was proof that when groups build together, they remain connected long after the event ends. Every nonprofit partner from that day remains part of the Pay Love Forward network, now collaborating to tackle deeper issues facing our city.

Around the course, the day expanded into art and story. A **concert with Parker Brown and Wes Urbanik** gathered people into rhythm and song, reminding everyone that music can be as much about belonging as it is about performance. The **Wellness Challenge with Converge** layered in practices of health and reflection, showing that caring for ourselves is part of caring for one another. Volunteers served, mentors encouraged, and families found themselves woven into something bigger than any single activity.

The convergence was not just an event — it was a rallying point. It linked nonprofits, artists, families, and leaders into a shared story. It proved that when communities pool their creativity and capacity, they can do more than host a program. They can spark a movement of connection that endures, a network capable of building the future together.



Pay Love Forward as a Living Breathing Organism



*The visual shows how Pay Love Forward communities and partners interconnect to form a living network. Each circle represents a community, initiative, or partner, and the arrows show how resources, people, and stories flow between them. What began as climbing and murals has grown into a web of relationships that includes schools, nonprofits, mentoring programs, and families. Together, these communities breathe life into one another — proof that compassion multiplies when it is shared. Colors represent different forms of collaboration.

The Birth of Gonzo the Grizzly Goat

GONZO the Grizzly Goat was born in Eleven Mile Canyon near Lake George Colorado in 2011. At 25, I was new to rock climbing. Having grown up in Iowa before the modern popularity of climbing, I wasn't all that aware the sport even existed. Matt, a former MMA fighter, standing 6'6" and 240 pounds of muscle, introduced me to climbing at the local climbing gym in Des Moines, IA. Neither of us were particularly talented, but we made up for our mediocrity with ferocious spirit and a general lack of self-awareness. I vividly recall with significant embarrassment, Matt and I with our shirts off, grunting and raging on a top-rope 5.9 in the corner of the gym. Yes, we were those guys. We fell, cursed, flailed, and fell again, neither of us making it to the top.

A few months later, Matt pitched the idea of a road trip, and I said yes before he finished his sentence. The whole way, we told stories that were bigger than the truth and blasted the Avett Brothers at the top of our lungs. We drove 16 hours through the night with all of the gear we could beg borrow or steal, barely enough money for gas, and ambitious hearts big enough to make up the difference. Somewhere before dawn on the 15th hour of our drive, Matt and I paid our toll to enter the gates of Eleven Mile Canyon. We drove forward as the sun slowly rose over the horizon, catching the jagged granite cliffs and setting them ablaze. The river slithered golden beside the highway that carried us towards destinations we could not possibly fathom.

The arrangement was that Matt was going to teach me to rock climb and I was going to teach him how to fly fish. As it turned out, neither of us knew how to do either. We pitched our tents deep in Forest Service Land, far away from the fees and tourists. The first day, we caught no fish. The owner of the fly shop laughed at us when we showed him what we were using. Even after spending way too much money as the fly shop owner pointed only to the full bins of flies, we proved no match for the finicky Colorado browns and rainbows. We worked like dogs up and down the river. The few hits we did manage to get were over before they began. 6X tippet and size 18 flies surpassed our fumbling ability to tie the various knots of the nymph rig the crusty old fly shop owner showed us.

On the fourth day of our trip, after countless hours of fruitless fishing, we decided we were going to catch our dinner one way or the other. An old guide named Hot Dog taught me a trick using corn on the White River in Arkansas. Hot Dog failed to mention that this trick, chumming, was only legal in Arkansas. A can of corn

later, Matt and I were smoking buttered Cajun trout in tinfoil beside our fire, grinning from ear to ear.

I do not recommend learning to fish this way!

Our climbing was not much better. At the local climbing shop, the climbing guide laughed at us also. Equipped with a static rope and four quick draws, we set out in spite of his mocking concern. Because of the geography of the canyon, there were no top-rope climbs to be had, and the vast majority of the climbs involved ten quickdraws or more before the anchor. Undeterred, we ascended the scree field to the base of the climbing. Looking at the guidebook sideways, we found what we thought was the easiest and shortest climb in the book. Obviously, we took our shirts off. Matt led his four quickdraws, clipping the inflexible rope that certainly would have snapped his back if he'd fallen, and then lowered to the ground. I climbed behind him, grunting and screaming like Chris Sharma, cleaning Matt's first three quick-draws, leaving the fourth, and extending the climb three more until, exhausted, scared, and shaking, I reached the anchor with only the locking carabiner from my belay device. After doing a number of very unsafe things, I bellowed like Alexander the Great, having reached the top of my first outdoor lead.

I do not recommend learning to climb outdoors this way!

On our last day at Eleven Mile, we hiked to the top of the tallest mountain hanging over the canyon and stood, laughing and cheering, gazing out over the endless mountains that rolled across Colorado. On the hike down, Matt coined the phrase a 'Grizzly Goat,' as a description of who we had become. A Grizzly Goat, he explained is a mythical creature that both climbs mountains like a goat and fishes like a bear. GONZO was born. We stayed in Eleven Mile for a total of five days before heading out and driving all around Colorado, climbing at Bob's Rock, fishing the Hog Trough, and going on a late-night excursion to what was definitely either a commune or a cult with a hippie named Greg we met at the cheapest Hot Springs in town.

Over the course of the trip, Matt and I talked and dreamed constantly, carried forward by the ecstasy of our discovery. Much of our ongoing dialogue centered on our mutual desire to help and to share what we found with others. Matt and I both struggled with significant mental health challenges growing up, and we instantly knew we found something sacred that would forever change us both. We had to share what we discovered with other young people struggling in the same

ways we did. Although we didn't know it at the time, we were creating the vision of Pay Love Forward.

Many years have passed since our first adventure. I am a little better at climbing and even scraped my way up El Cap and Half Dome in Yosemite. I guided on the Bighorn River and learned to catch the finicky ones in Colorado. In both climbing and fishing, the best part now is sharing what I have found. Since marrying Kylie, a doctor here in Billings, welcoming our son Gentry, and trying to keep up with Huxley's fearless spirit, the vision Matt and I dreamed on those cliffs is taking shape. We found our bliss just beyond what we thought was possible and we brought it back to share. At Pay Love Forward, we build communities so the spark we found becomes a fire in someone else.

-Sir Gonzo the Grizzly Goat



Application Process

Pay Love Forward: Community Leader Application

Thank you for your interest in leading a Pay Love Forward community. Our mission is to build and sustain compassionate communities for the at-risk and underserved through a mentoring and coaching model. Community Leaders are entrusted with carrying this ethic forward: *to invest in others in ways that multiply.*

Please complete the following application.

Personal Information

- **Name:** _____
- **Phone:** _____
- **Email:** _____
- **Location (City/State):** _____

Your Community Vision

1. What shared objective will your community gather around?
(Examples: climbing, gardening, music, mentoring, art, etc.)

2. Why do you want to start this community?

3. Who do you hope will participate?

Commitment to the Ethic

4. Pay Love Forward communities are defined by a shared ethic: *investing in others in ways that multiply.*
 - o How will you commit to this ethic as a leader?

5. How will your community include the at-risk and underserved?

Mentorship and Support

6. Have you participated in mentoring, coaching, or leadership development before?

- Yes
- No

If yes, briefly describe your experience:

7. Are you willing to participate in Pay Love Forward mentoring or Skills Training to strengthen your leadership?

- Yes
- No

Agreement

I affirm that the information provided is accurate. I understand that leading a Pay Love Forward community means upholding the Code of Ethics, signing the Community Leader Covenant, and staying connected to the larger network of Pay Love Forward communities.

Signature: _____

Date: _____

Pay Love Forward: Community Leader Covenant

Introduction

A Pay Love Forward community is built on two things: a shared objective and a shared ethic. The objective can be anything—climbing, gardening, art, music, mentoring—but the ethic is always the same: *to invest in others in ways that multiply*.

Community Leaders carry the responsibility of protecting this ethic, fostering inclusion, and guiding their communities toward compassion and service. This covenant outlines the commitments expected of every Community Leader in Pay Love Forward.

Community Leader Commitments

As a Community Leader, I commit to:

1. Uphold the Ethic

I will lead with compassion, inclusion, and integrity. Every decision and action will be guided by the commitment to pay love forward.

2. Create a Safe and Inclusive Space

I will foster an environment that welcomes all people, regardless of background, belief, or ability. I will promote respect, dignity, and belonging.

3. Invest in Mentorship

I will walk alongside members of my community as a mentor, sharing skills, encouragement, and presence. I will also encourage mentorship to multiply within the group.

4. Serve the Underserved

I will ensure that our community actively reaches out to and includes at-risk

and underserved people, making them central to our mission, not an afterthought.

5. Connect to the Larger Network

I will share our community's story with the Pay Love Forward network, learn from other leaders, and contribute to the growth of the movement.

6. Model Integrity and Accountability

I will be honest, transparent, and accountable to my community and the broader Pay Love Forward mission.

Community Support

Pay Love Forward commits to:

- Provide training, tools, and mentoring to help leaders thrive.
- Offer guidance through challenges, including access to Skills Training and ongoing mentorship.
- Celebrate and share the stories of communities living out this ethic.

Covenant Agreement

By signing this covenant, I affirm my commitment to the mission of Pay Love Forward and to the responsibilities of a Community Leader.

Name: _____

Date: _____

Signature: _____

Code of Ethics

A Pay Love Forward community is built on two things: a shared objective and a shared ethic. The shared objective gives us something to do together. The shared ethic is what makes us different. At the heart of this ethic is a simple commitment: *to invest in others in ways that multiply*.

The following code of ethics provides a foundation for all Pay Love Forward communities:

1. Compassion First

We treat every person with dignity, respect, and kindness. Compassion is the lens through which we see others, especially the at-risk and underserved.

2. Inclusion and Openness

We welcome people of all backgrounds, beliefs, and abilities. Our communities are family friendly, open, and safe spaces for all.

3. Mutual Investment

We invest in one another in ways that multiply. This means mentoring, sharing skills, offering encouragement, and giving our time for the growth of others.

4. Integrity and Accountability

We hold ourselves to honesty and transparency in all we do. Leaders and members alike are accountable to the community and to one another.

5. Service Beyond Ourselves

We look outward, not just inward. Every Pay Love Forward community commits to serving those on the margins, ensuring that love is paid forward to the at-risk and underserved.

6. Story and Celebration

We tell the stories of compassion that emerge in our communities. By sharing these stories, we inspire others and strengthen the chain of connection.

This code of ethics is not a set of rules to constrain us, but a lifeline to guide us. It ensures that every Pay Love Forward community, no matter where it takes root, remains true to the mission of multiplying compassion and building a culture of renewal.

Background Check Consent Form

Purpose

Pay Love Forward is committed to creating safe, inclusive, and compassionate communities. To protect participants — especially youth and at-risk individuals — all Community Leaders and mentors must consent to a background check prior to serving in leadership.

Personal Information

(Please print clearly)

- **Full Legal Name:** _____
- **Other Names Used (if any):** _____
- **Date of Birth:** _____
- **Social Security Number (last 4 digits):** _____
- **Driver's License Number & State:** _____
- **Current Address:** _____

- **Phone:** _____ **Email:** _____

Consent and Authorization

I, the undersigned, authorize Pay Love Forward and its designated agents to conduct a background check, which may include:

- Criminal history records (local, state, national).
- Sex offender registry search.
- Verification of identity and past addresses.
- Other relevant screenings as permitted by law.

I understand that this information will be used solely for the purpose of determining my eligibility to serve as a Community Leader or mentor with Pay Love Forward.

I release Pay Love Forward, its agents, and any person or entity that provides information pursuant to this authorization from any liability arising from the release or use of such information.

I acknowledge that I have been informed of my rights under the Fair Credit Reporting Act (FCRA), including the right to request a copy of my report and to dispute any inaccurate information.

Applicant Signature

By signing below, I consent to the background check described above.

Signature: _____

Printed Name: _____

Date: _____

Community Building Tools

Pay Love Forward: Startup Checklist

So, are you ready to build a community? Our methodology is straightforward and reproducible:

1. **Form a group** around a shared activity.
2. **Name and commit** to the ethic of paying love forward.
3. **Find a mentor** to walk alongside the group as you learn to lead, modeling skills and presence.
4. **Establish norms** through a covenant or code of ethics.
5. **Include the underserved** as a core commitment, not an afterthought.
6. **Connect to the network** by sharing stories, learning from other groups, and multiplying the ethic outward.

Every facilitator is equipped with simple tools: a stage-growth model of community, outlines for mentoring, and a covenant to guide practice. With these, any leader can plant and nurture a Pay Love Forward community in their own setting.

Step 1: Clarify the Vision

- Read the Pay Love Forward manual.
- Reflect on the ethic: *invest in others in ways that multiply*.
- Identify your personal motivation and readiness to lead.

Step 2: Define Your Community Objective

- Choose a shared activity or interest (climbing, training, art, gardening, music, etc.).
- Make sure the activity is open, accessible, and inviting to others.
- Frame it as more than a hobby: a platform for connection and compassion.

Step 3: Establish the Ethic

- Gather your first members and share the Pay Love Forward ethic.
- Create a simple covenant or code of ethics: respect, inclusion, and the commitment to pay love forward.
- Discuss how the group will welcome the at-risk and underserved.

Step 4: Recruit and Train Mentors

- Identify at least one mentor who can walk alongside the group.
- Provide access to Skills Training (Dr. Paul Leavenworth's material or equivalent).
- Clarify the role: modeling skills, being present, investing in others.

Step 5: Launch Gatherings

- Set a regular meeting time and place.
- Keep it family friendly, open, and consistent.
- Blend activity with storytelling, mentoring, and relational care.

Step 6: Sustain and Grow

- Check in with members regularly: are they feeling seen, heard, and valued?
- Rotate leadership roles to empower younger or newer members.
- Include outreach: invite someone new, especially from underserved groups.

Step 7: Connect to the Network

- Share your community's story on Pay Love Forward platforms.
- Learn from other communities and exchange best practices.
- Report back: what worked, what needs support, what impact you're seeing.

Step 8: Multiply the Ethic

- Encourage members to start new PLF communities in their own spheres.
- Offer to mentor emerging leaders.
- Celebrate and tell the story of every act of love that multiplies.

Field Guide to a Pay Love Forward Community

Pay Love Forward communities thrive when they are consistent, clear, and welcoming. Each gathering is an opportunity to reinforce the mission, spark meaningful discussion, and remind people that they belong.

Community Structure & Script

1. Welcome

- Greet people warmly as they arrive.
- Begin with a reminder: *"This is a compassionate community. Everyone belongs. We are here to invest in one another in ways that multiply."*
- Share any **Pay Love Forward updates** or upcoming opportunities.

2. Opening Questions

At every gathering, ask the two anchor questions and encourage discussion:

1. **What is a compassionate community?**
 - A group of people united around a shared objective and a shared ethic.
 - A place where everyone feels seen, heard, and valued.
2. **What does it mean to pay love forward?**
 - To invest in others in ways that multiply.
 - To create a chain reaction of compassion that extends beyond the community.

3. Shared Activity

- Move into the activity that defines your community (climbing, art, gardening, music, mentoring, training, music, etc.).
- Leaders should look for natural moments of encouragement, connection, and mentorship during the activity.
- Keep the ethic visible: remind participants that the goal is not just skill, but *compassion multiplied*.

4. Food, Reflection & Storytelling

- Share food together — meals and snacks are core to building trust and friendship.
- While eating, invite people to reflect on the activity and on the ethic of paying love forward.

- Encourage participants to share a story of compassion, either from their own lives or from the community.
- Leaders can also share a story from the wider Pay Love Forward network to connect local experiences to the bigger movement.

5. Closing & Sending

- Thank the group for showing up, investing, and caring for one another.
- End with a short phrase, prayer, or blessing:
“Let’s continue to pay love forward, in this community and beyond. May what we’ve shared ripple outward.”
- Leaders always **leave last**, ensuring everyone feels cared for and no one is left behind.

Leader Reminders

- **Arrive Early**
Create a welcoming space before anyone walks in. First impressions set the tone.
- **Set the Tone**
Begin with warmth, clarity, and the ethic: *“This is a compassionate community. We invest in one another in ways that multiply.”*
- **Ask the Anchor Questions**
Always bring the group back to:
 1. *What is a compassionate community?*
 2. *What does it mean to pay love forward?*
- **Invite Stories**
Encourage participants to share their experiences. Share stories from the wider PLF network to keep communities interconnected.
- **Honor Food & Fun**
Eating together and sharing activities are not extras, they are the heart of building trust and joy.
- **Leave Last**
Leaders stay until the end, making sure no one is left behind and everyone feels cared for.

*Every Pay Love Forward community is unique. This guide offers a rhythm, not a prescription. Leaders are encouraged to find their own style, adapt the flow to their people, and let the spirit of compassion shape each gathering.

Printable Pocket Checklist

Pay Love Forward Pocket Checklist

Before Gathering

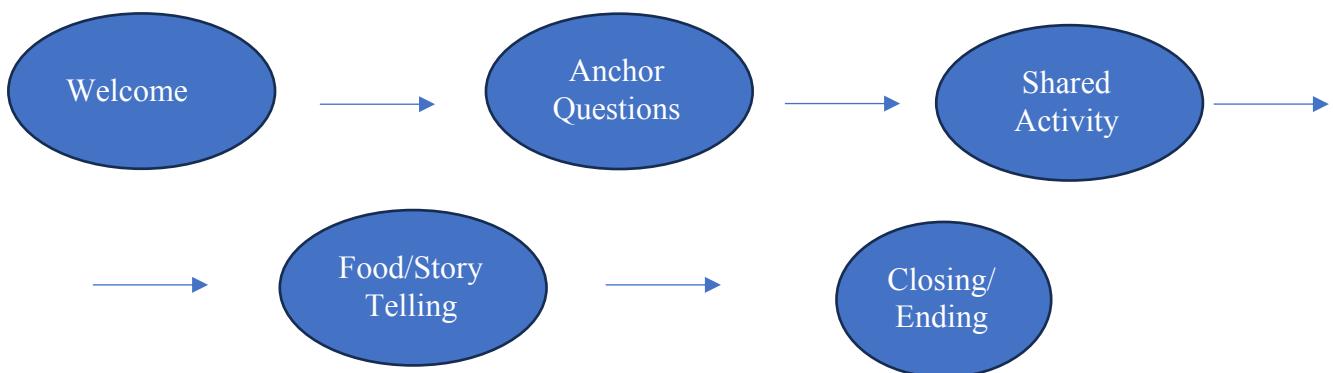
- Arrive early — set the tone and space
- Pray / center yourself
- Order food — meals are central to community life
- Be ready with one story or update from the wider PLF network

During Gathering

- Welcome warmly: 'This is a compassionate community. Everyone belongs.'
- Ask the two anchor questions:
 1. What is a compassionate community?
 - A group of people united around a shared objective and ethic
 - A place where everyone feels seen, heard, and valued
 2. What does it mean to pay love forward?
 - To invest in others in ways that multiply
 - To create a chain reaction of compassion beyond the community
- Lead the shared activity (climbing, art, music, etc.)
- Eat together — food builds trust
- Invite reflection and storytelling
- Share one PLF story to connect local to global

Closing

- Thank the group
- Send them with blessing: 'Let's continue to pay love forward'
- Stay until the end — leaders leave last



Pay Love Forward: Community Launch Checklist

This checklist is designed to help Community Leaders prepare for a strong and sustainable launch. Each item should be completed before your first gathering.

1. Foundation

- I have read and understood the *Pay Love Forward Manual*.
- I have signed the Community Leader Covenant.
- I have completed the Community Leader Application process.
- I have identified a mentor or coach who will walk alongside me as a leader.

2. Community Vision

- I have defined the **shared objective** (climbing, art, gardening, music, mentoring, etc.).
- I have committed to the **shared ethic**: To **Pay Love Forward**, which means to invest in others in ways that multiply.
- I can clearly state our mission in one or two sentences.

3. People

- I have gathered an initial group of at least 3–5 participants.
- I have identified how this community will serve at-risk and underserved people.
- I have explained the Code of Ethics to all participants.

4. Logistics

- I have chosen a regular meeting time and place.
- I have ensured the space is safe, accessible, and family friendly.

I have a simple plan for communication (text group, email list, social media, etc.).

5. First Gathering

- I have prepared an opening welcome that introduces Pay Love Forward's mission.
- I have a clear plan for the first activity and time of sharing.
- I have created a space to tell one story of compassion and invite participants to share their own.

6. Connection to the Network

- I have contacted Pay Love Forward to register our community and connect with the larger network.
- I know how to share updates, stories, and needs with other PLF leaders.
- I have identified one way to "pay love forward" beyond our group in the first three months.

7. Launch Commitment

As I prepare to launch, I affirm this commitment:

"I commit to leading with compassion, to welcoming the underserved, and to investing in others in ways that multiply. I am committed to making this community be a place of hope, belonging, and renewal."

Signature: _____

Date: _____

Pay Love Forward Community Health Check

Purpose: This tool helps Community Leaders reflect on the health of their community and identify areas for growth. It is designed to be completed quarterly with your mentor or leadership team.

1. Belonging

- Do members feel seen, heard, and valued?
- Are new participants welcomed warmly?
- Are underserved or at-risk individuals actively included?

Strong Growing Needs Attention

2. Mentorship

- Are mentors actively walking alongside others?
- Are mentees being encouraged to become future mentors?
- Are leaders receiving mentoring themselves?

Strong Growing Needs Attention

3. Shared Objective

- Is the community still gathering around a clear, shared objective (climbing, art, gardening, etc.)?
- Does the activity create opportunities for connection and growth?

Strong Growing Needs Attention

4. Shared Ethic

- Is the ethic of *investing in others in ways that multiply* visible in action?
- Are stories of compassion being told and celebrated?

Strong Growing Needs Attention

5. Leadership Development

- Are new leaders emerging from within the group?
- Are leadership responsibilities being shared?

- Is humility, accountability, and integrity being modeled?
 Strong Growing Needs Attention

6. Renewal

- Is the community showing signs of fatigue or decline?
- Are we intentionally remembering our mission and re-centering on purpose?
- Have we invited fresh voices or perspectives?
 Strong Growing Needs Attention

Next Steps

Based on this reflection, what are 1–2 concrete actions we will take in the next three months to strengthen our community?

1. _____

2. _____

Leader's Signature: _____ **Date:** _____

Mentoring and Coaching

Mentoring and Coaching in Pay Love Forward

At the center of every Pay Love Forward community is the practice of mentoring. Members mentor each other. Leaders mentor members. Leaders mentor other mentors. Activities give shape, but mentoring gives depth. Without mentoring, a group may have fellowship. With mentoring, it becomes a compassionate community.

Why Mentoring Matters

Counseling, while powerful, often meets people for only one hour a week. Most leave the office and return to the same struggles they brought in. Mentoring answers a deeper need: a way of life where people walk alongside one another with presence, guidance, and hope.

Dr. Paul Leavenworth, founder of the Center for Mentoring, Coaching, and Leadership Development, describes this model as discipleship: the intentional investment of one person into another, with the purpose of multiplying growth. His work shows that people need three things most of all:

1. To be seen and heard.
2. To discover their identity and purpose.
3. To know they can do something that matters.

Mentoring provides the relationship where people can actively answer those questions. Community provides the space where those answers can be put into practice.

The Mentoring Model

Every Pay Love Forward community integrates mentoring at its core. The model includes:

1. Mentors

- A mentor is not an expert dispensing advice, but a guide who walks alongside.
- Mentors model skills, share their lives, and invest intentionally in others.
- Mentors commit to consistency, presence, and encouragement.

2. Mentees

- Every community member is invited into mentoring, either as a mentee, a mentor, or both.
- Mentees are active participants, not passive recipients. They are invited to reflect, apply, and eventually mentor others.

3. The Relationship

- Mentoring relationships are built on trust, respect, and confidentiality.
- Growth is measured not only in skills but in character, resilience, and capacity to invest in others.

Training and Support

Pay Love Forward equips mentors through Skills Training, based on Dr. Paul Leavenworth's curriculum. This training covers:

- Core mentoring skills (listening, questioning, encouragement, feedback).
- Coaching techniques (goal setting, accountability, empowerment).
- Leadership development (discipleship, multiplying leaders, servant leadership).
- Ethical foundations (respect, inclusion, confidentiality).

Training is offered on a sliding scale, ensuring accessibility. Ongoing workshops and coaching circles keep mentors growing in skill and presence.

Multiplication

Mentoring in Pay Love Forward always looks beyond the one-to-one relationship. Each mentee is invited to become a mentor in time, creating a cycle of multiplication. This ensures that communities do not depend on one leader, but continually raise up new leaders to carry the mission forward.

Practical Guidelines

- Each community should identify at least one mentor for every 6–8 participants.
- Mentoring meetings may be informal (conversations during activities) or structured (scheduled one-to-one sessions).
- All mentors should complete Skills Training or equivalent preparation.
- Leaders should ensure that underserved and at-risk members receive priority access to mentoring.

In Pay Love Forward, mentoring is not an extra program. It is the lifeblood of the movement. Communities that pay love forward do so most powerfully when they walk side by side, investing in one another in ways that multiply.

The Center for Mentoring, Coaching, and Leadership Development

Pay Love Forward partners with the Center for Mentoring, Coaching, and Leadership Development, offering training in compassionate listening up through certification. This training introduces participants to the concept of compassionate listening for mentor-coaching through brief presentations, discussion, dyads, and feedback. Our training centers around:

WHY? “Caring enough about a person to really hear the story in their story.”

- Love is a universal language
- Most people are trying to answer:
 1. Who am I?
 2. Why am I here?
 3. What should I do with my life that matters?

HOW? Active Listening, Discovery Learning, IDEA Method

- Active Listening: Open-ended questions, summarizing, powerful questions
- Discovery Learning: Helping people own their growth and purpose
- IDEA Method
 1. Introduction: How are you doing?
 2. Discovery: What would you like to talk about?
 3. Exploration: What do you want to go deeper on?
 4. Application: What are you prepared to act on and how?

WHAT? To become a better version of yourself and a more effective leader in your spheres of influence.

To begin your process of becoming a mentor, please take this free course on [Compassionate Listening](#).



CERTIFICATE IN MENTORING, COACHING AND LEADERSHIP DEVELOPMENT

The Certificate in Mentoring, Coaching and Leadership Development (CMCLD) at Grand View University is designed to provide high quality training at a reasonable price for men and women who want to develop skills and methodologies in mentoring, coaching, and leadership development to be able to help others become better versions of themselves and better leaders in their primary relationships, neighborhoods, and organizations.

CERTIFICATE VALUES

Effective mentor-coaches' character, competencies and calling are integrated capacities that lead to:

HEALTHY INTEGRITY Having a moral compass and living/leading in a manner that is consistent

AUTHENTICITY Knowing and being comfortable with yourself in order to allow others to see and relate to who you really are

COMPASSION Caring for the needs of others and helping them to become the best that they can be

EMPOWERING Providing personal and professional resources to benefit others and the greater community

JUSTICE Including all who want to grow as servant leaders and preferring those who may not have access to other resources

CERTIFICATION PROCESS

STEP 1: PREREQUISITES

MENTOR COACHING SEMINAR

You have probably heard the word "mentor" and "coach" talked about from time to time. You may have even experienced some sort of mentoring or coaching in your life. You may have some questions about what mentoring and/or coaching are. You are not alone! There is a lot of confusion about mentoring and coaching. What are they, really? This interactive seminar is designed to help clarify this question

by defining, comparing, and contrasting the concepts, describing what healthy mentoring and coaching looks like, discussing the concept of discovery learning, and practicing fundamental "active listening" skills for effective mentoring and coaching.

COACHING SKILLS TRAINING

Coach training helps you empower those you lead to discover the resources they already have to move forward on their own. While mentoring is the process of giving an individual new insights and ideas, coaching is about helping individuals draw out their own insight. Individuals often deny or resist the insights they are told, but when they make a discovery on their own, they embrace it. They own it. Coaching is all about the power of discovery. Coaching empowers individuals to discover the way forward. Coaching has also become an essential skill and paradigm for leaders in the workplace, non-profit sector, and church ministry context.

STEP 2: APPLICATION

Once completing the prerequisites, submit an application on our website at www.grandview.edu based on criteria for successful certification completion.

STEP 3: CERTIFICATION REQUIREMENTS

Upon review of application and acceptance into the Center for Mentoring, Coaching and Leadership Development (CMCLD) program, you will complete a three step series of certification. To learn more about the courses, please visit www.grandview.edu.

FOR MORE INFORMATION

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The Technology

The Design of Pay Love Forward

Pay Love Forward is built on three guiding frameworks: **Memetics, Game Theory, and Archetypology**. Together, these disciplines provide a structure for how ideas spread, how communities function, and how stories shape human endeavor.

Memetics: The Replication of Ideas

Memetics comes from evolutionary biology. In *The Selfish Gene*, Richard Dawkins described how ideas behave like genes, replicating themselves for survival. Memes are cultural units that spread because they are memorable, useful, or compelling — from a catchy jingle to the rise of Christianity or Communism.

Pay Love Forward is itself a memetic construct. Like a CAR-T cell that carries genetic information into a host cell, PLF carries a Christ-based ethic into the systems and communities it touches. The “DNA” of PLF is simple but powerful: *to invest in others in ways that multiply*. When embedded into the life of a group, this ethic reproduces itself naturally, sparking a chain reaction of compassion.

Game Theory: Playing Better Games

Game Theory teaches that all human interactions operate as “games” with rules and conditions. Some games are **zero-sum**, where one person’s victory comes at the expense of another (like chess or football). Other games are **non-zero-sum**, where all participants can benefit.

Pay Love Forward is committed to **positive-sum games** — games in which everyone’s participation creates shared good. Our communities are designed so that regardless of outcome, everyone benefits from ethical engagement and mutual investment.

We also recognize the concept of **nested games**. Smaller “us vs. them” games can be nested inside larger cooperative frameworks. By reframing the attraction model from zero-sum to positive-sum, PLF communities shift the motivation from competition to compassion, from exclusion to inclusion.

The goal of our game design is to help participants move inward, into games that are more meaningful, ethical, and life-giving.

Archetypology: The Power of Story

Archetypes are the recurring patterns in the stories humanity has always told — from myths and scriptures to fairy tales and modern films. They describe the great struggles between chaos and order, entropy and renewal, despair and hope.

Archetypal stories carry images of the hero:

- facing the dragon of chaos,
- rescuing what has been lost,
- sailing beyond the reefed island to restore the heart of the ocean.

We believe compassionate communities have the power to raise up the heroes of tomorrow. When people are loved, resourced, and mentored, they discover their purpose and live out the journeys that innovation and restoration require.

At Pay Love Forward, archetypology reminds us that every person is a story in progress. The role of community is to see, nurture, and release that story into the world.

Sub-Technologies of Design

Alongside these three primary frameworks, Pay Love Forward draws on additional “sub-technologies” that shape how compassion multiplies:

- **Iconography** — Humans are hardwired to think in images and symbols. PLF communities use art, story, and symbols to embody shared meaning.
- **Hyperlinking** — Like a Wikipedia page, every project is connected. When one PLF community grows, it draws others with it, creating a network effect.
- **Pareto Distribution & Feedback Loops** — Growth follows tipping-point dynamics. When compassion gains density and momentum, it expands exponentially, like a snowball rolling downhill.

- **Behavioral Heuristics & Bias** — Humans are wired to make quick, emotional judgments. PLF designs communities that channel these instincts toward love, trust, and belonging, rather than fear or exclusion.
- **Discipleship Model** — Mentorship is not a program but a way of life. Leaders and participants walk alongside one another in relationships of mutual growth, ensuring wisdom and skills are multiplied across generations.
- **Social Media** — Digital platforms serve as megaphones for story. Sharing the small acts of compassion allows them to ripple outward, inspiring others to replicate the model.
- **Non-Profit Status** — Organizational structure matters. PLF communities align with nonprofit frameworks so they can receive funding, earn credibility, and operate transparently.
- **Gig Economy** — Many people today sustain themselves through flexible, project-based work. PLF communities embrace this reality, creating opportunities for participants to serve, earn, and grow within the ethic.
- **Games and Promotion** — Events, challenges, and creative campaigns function as “games” that draw people in. Done well, they turn outreach into celebration and build momentum around the mission.
- **Interlinking Communities** — No PLF community stands alone. Each is connected to the others, creating a living network where resources, stories, and leaders flow back and forth.

In short, Pay Love Forward is not accidental. It is carefully designed.

- *Memetics ensures the ethic multiplies.*
- *Game Theory ensures our communities play better games.*
- *Archetypology ensures our stories are strong enough to carry us forward.*

Together, these create a living architecture capable of raising up leaders, renewing culture, and building compassionate communities that last.

Operational Playbook

Thesis

Pay Love Forward functions as a high-centrality carrier of a prosocial memeplex with clear normative content. “Pay love forward” is a compact, low-entropy code that travels because it is easy to remember, easy to enact, and hard to publicly oppose. Our problem set is to maintain fidelity while increasing fecundity and reach, and to reduce founder fragility as visibility rises.

Archetypal stance

Our public stance blends Herald, Prophet, and Wounded Healer. The Herald announces a future that reorders present loyalties. The Prophet ties that future to moral demand in the now. The Wounded Healer licenses authority through real costs paid rather than title. This composite grants legitimacy and mobilization power, yet it concentrates projection and resistance on a single body. As scale increases, we will migrate in part toward Mentor and Steward so charisma of origin becomes transferrable practice rather than a bottleneck.

Memetic mechanics

Our code is a memeplex with high fidelity, fecundity, and longevity. Fidelity comes from a short verbal core that survives rephrasing. Fecundity comes from repeatable micro-acts that let novices participate on day one. Longevity comes from narrative scaffolding that binds the code to identity and memory. Early diffusion relied on a high-power amplifier. As adoption grows, we will shift from a single strong transmitter to a network of mid-strength transmitters with shared error correction.

Transmission environments

We operate across three channels. First, narrative transmission in rooms where testimony and short stories carry memetic payloads. Second, ritual transmission in recurring practices that stabilize norms through repetition in time and space. Third, institutional transmission through documents, roles, and simple procedures that carry the code when no speaker is present. All three are required. Narrative alone scales poorly. Ritual alone calcifies. Institution alone hollows. The balance is the work.

Selection pressures and antagonists

As visibility rises, selection pressures intensify. Attention markets reward novelty and outrage. Opponents gain incentive to frame our memeplex as naive, sectarian, or self-serving. The risk profile shifts from argument to coordination attacks and reputational shocks. Rival attractors will try to parasitize our language or provoke defensive overreach. Our response is constraint that keeps the core message legible and calm while hardening process and permissions. This protects both fidelity and public trust.

Parasitic resistance and antifragility

We design for memetic antifragility. Our core phrase, linked rites, and receipts layer function as a semantic checksum. Phrase, practice, and fruit must co-appear. Copies that borrow words without enactment trigger a mirror and a mandate inside the borrowing system: either align to the ethic and produce fruit, or lose energy and status. Public logging of outcomes increases the cost of counterfeits and converts many attempted parasites into carriers.

From solo voice to chorus

Early growth favors a singular authoritative emitter. Mature growth favors a distributed chorus that shares a common spine and local color. The bridge is a set of stable invariants: a one-sentence purpose, a short list of canonical stories, and a predictable call to action with low barriers to entry. When invariants are strong, variance in tone and biography adds reach without degrading meaning. When they are weak, variance reads as drift or dilution.

Succession without abdication

We remain with a primary spokesperson for high-stakes moments. The question is not exit but redundancy while leading. We bifurcate roles. The founder voice keeps the prophetic address and the hardest Q and A. Trained carriers take predictable segments that follow a shared spine. We measure success not only by audience response but by independent reproduction downstream. When others convene rooms, tell canonical stories, and elicit the same simple act, founder risk falls while founder force remains.

Operational corollary

We treat speech content as artifacts in a cultural evolution loop. We version and timestamp core lines. We record exemplars with brief annotations on why they worked. We embed short rites that align behavior with the ethic. We maintain a light boundary policy that names what the code is not. This is the minimum viable structure that lets a living norm survive contact with scale, media cycles, and adversarial framing.

In sum

We are moving from charismatic diffusion to consolidation. The archetypal shift is from Prophet-Herald toward Mentor-Steward while keeping Wounded Healer as ethical anchor. The memetic shift is from a single loud emitter to a network of reliable transmitters with shared error correction. The strategic aim is not to replace the founding voice, but to make it generative, antifragile, and hard to capture.

Case Study 4: The Birth of Pay Love Forward

*This is the same story told as memetic code. If you figure out why this is so important, than you may have the capacity to wield weapons of this magnitude. Good luck. Story is the most powerful tool in the world. In the wrong hands, it is a weapon. In the right hands, it is salvation. The world needs better stories. At Pay Love Forward, part of our mission is to tell better stories. I will give you one other task to unravel, and if you can make sense of it and why it's important, you will stand a good chance and using what I have taught you wisely. Our

memetic code can be stated as, the stone that was discarded has become the cornerstone of the positive sum game. This is the core of archetypal DNA. Written in binary, it equates to either DJWD or WWJD.

Once upon a time, two boys went on a road trip. Neither had ever been on a road trip like this. They were headed to Eleven Mile Canyon to fly fish and rock climb. One of the boys was going to teach the other to rock climb, and the other was going to teach the one about fly fishing. There was only one problem. Neither of them really knew how to rock climb or fly fish.

Both of the boys had a lot of pain in their background, struggling with addiction and depression. They were lost searchers, looking for something. The miles and hours passed as they drove until Eleven Mile Canyon rose up before them like a castle with its walls defended.

Little did they know, there was something waiting for them. Neither had ever heard of the legend of the Grizzly Goat, a horrible beast that roamed the mountains around the canyon. Nobody had ever seen this beast before... at least nobody who lived to tell the tale.

Some thought the Grizzly Goat was nothing more than an urban legend. Some believed the old myths that lived in the campgrounds, grew in tall tales around campfires, carried on the smoke across the valley. It was said that the Grizzly Goat only terrorized the wicked. With some uncanny feral instinct, the Grizzly Goat could see into your heart and know whether it was pure or not.

The Grizzly Goat was no myth. Born from smoke and fire, the ancient beast indeed lived and hunted in that valley. The first night, the boys set up camp in the forest service woods where camping was free. Or, at least they thought it was.

They built a fire ring and lit a fire, drinking beer and sharing a joint. They'd been driving for fifteen hours straight, and they were overcome with exhaustion and excitement for the adventure ahead. Little did they know, they were being watched from the shadows.

The Grizzly Goat watched carefully as they laughed and told stories that were larger than life. He paused. There was something he could not read, both a darkness and a lightness. He stood there, considering whether or not to rip them limb from limb and leave their entrails hanging from one of the nearby pine trees. Finally, one of them yawned and said, "I'm spent." Then, the other followed suit.

The Grizzly Goat watched on, contemplating their fate. Then, the boys put out the fire with water. Picked up the beer cans. Safely deposited the roach from the joint in a plastic bag and secured it. Both boys were out in an instant, snoring so loud it was impressive even by Grizzly Goat standards. There was one beer can left out, but it was only one. The Grizzly Goat was tired.

"I'll eat them tomorrow," he said.

The next day, the boys rose at dawn after only a few hours of sleep. The sunshine reminded them of their excitement, and they were off in their car toward the river. At the fly shop, the owner laughed at them. He pointed to all the full fly boxes, charged them too much, and said, "Don't go straying out of the campgrounds at night. This is Grizzly Goat territory."

The boys knew he was laughing at them, but they were undaunted. Off to the river they went, beating at the water with their rods like they were churning butter. The sly trout of Eleven Mile Canyon weren't fooled for an instant. But the boys stayed at it, and even as the Grizzly Goat watched them, he admired their spirits. They did not grow tired. They smiled relentlessly.

The Grizzly Goat did not eat them that night either. "I don't need to eat these idiots," he said as he drifted off to sleep in his cave, "they'll starve all on their own."

The boys didn't catch any fish that night or the night after. On the third day, they went climbing. As it turned out, neither of them knew how to climb. The owner of the climbing shop laughed at them. "Make sure you stay on the path," he said. "This is Grizzly Goat territory."

The Grizzly Goat watched from the rocks as the two boys tried to remember how to tie their knots, fumbled with their belay device, and began climbing up the cliffs with four quickdraws and a static rope. The Grizzly Goat couldn't help but laugh as the boys took their shirts off, screaming like Chris Sharma as they leapfrogged quickdraws on a 5.7.

Somehow they made it to the top, grinning and cheering like idiots. "I don't need to eat these fools," the Grizzly Goat thought. "They'll certainly break their necks climbing."

On the fifth day, after failing at climbing and failing at fishing, one boy had an idea. He pulled out a can of corn and began sprinkling it into the river. The Grizzly Goat watched, horrified from the bank, as the boys pulled trout after trout out with corn.

"Chumming," the Grizzly Goat thought in disgust. "This is it. I'm eating them tonight for sure."

That night came, and the boys gathered around the fire, telling wild stories and laughing merrily as they sliced open the bellies of the fish and tossed them into the fire, wrapped in tinfoil, oozing butter and Cajun.

They had taken a lot of fish. Clearly over the limit. The Grizzly Goat had about enough of these idiots. He was creeping closer and closer, crouched through the tall trees. He was just about to pounce when he saw the fish, sopping in butter, on the camping table beside them. The smell was so good, he couldn't resist. He took the entire plate and crept back into the woods. Watching them with the full intent of devouring them the second he was done with the fish. He gobbled those fish up, licking the butter off their bones. The Cajun was just the perfect level of spice. Not too hot. Just right.

They all gorged themselves on the brilliant mountain trout. The Grizzly Goat got up to tear them limb from limb, but his body was heavy. His belly was full, and it was rather late.

"I'll eat them tomorrow," the Grizzly Goat thought as he yawned and stretched and headed back to his cave.

The next morning, the Grizzly Goat woke to find the boys gone. Their tents were packed. They'd left the campsite clean. The Grizzly Goat had slept in too late, still full from that perfect meal of

trout. He sniffed the ground where the campsite was. He could still smell the lingering aroma of trout, still hear the ring of laughter in the branches of the evergreens all around them. The sun still seemed to shine with their joy, as if some imprint had been left behind.

The Grizzly Goat faded back into the bushes. He knew where they were going. He had been listening. They would not get away so easily.

The boys set out on the trail until bad boots bled into blisters. They hiked on and on, up and up to the tallest mountain in the valley. They crisscrossed streams and bushwhacked through brush, up and up toward the top of the mountain. After miles and miles, blisters bursting, they finally stumbled up over the top. Triumphant, they screamed into the wind.

They stood, looking out over the valley that was making them, molding them into something more, and they saw beauty. They were never going to be the same after this, they knew. They had found something to beat back their depression. To beat back their addiction.

One of the boys turned to the other. "We have to share this. We have to bring this back. This could really help people."

The Grizzly Goat watched them as they stood, looking out over the valley as it filled with color, the sun burning down toward the horizon, throwing a million colors across the land, so vast and wild. Their hearts were true, and so he did not eat them. As the boys hiked down, they talked about opening a nonprofit, about taking troubled kids climbing and camping and teaching them to fish. When they drove home, they did not drive home to fall back into those holes that had nearly consumed them.

Many years later, they would open that nonprofit. They called it *Pay Love Forward*, and they took kids rock climbing and fly fishing and taught them how to get lost in the mountains, how to love, and how to beat back the darkness.

Closing: A Lifeforce You Carry

Pay Love Forward is not just an organization. It is not a set of programs or a collection of documents. At its heart, it is a way of being in the world — a lifeforce that multiplies when it is carried into the lives of others.

You now hold in your hands a framework that is both simple and demanding:

- Gather around a **shared objective**.
- Commit to a **shared ethic**.
- Walk with one another in **mentorship**.
- Build communities where love multiplies.

This is easy to understand, but it takes a lifetime to live.

The world does not need more isolated programs. It needs living networks of compassion, connected by story and sustained by people who choose to invest in others. When you lead a Pay Love Forward community, you join that network. You step into a story much larger than yourself.

At the center of this movement is a sacred trust: that every person can become more than what the world tells them they are, and that communities built on love can shift the trajectory of entire cultures.

As you go forward, remember:

- **You are not alone.** Mentors will walk with you.
- **Your community is not alone.** Every Pay Love Forward group is linked to others in a living network.
- **Your labor is not in vain.** Every act of compassion multiplies.

So carry this lifeforce with humility and courage. Nurture it in your own life. Plant it in your community. And trust that as love multiplies, renewal will follow.

The future depends on people willing to fight for it, care for it, and love it forward. We need you, your vision, and your compassion!

