

HAPI BUSINESS AND FOUNDATION MODEL

Building an Agency-Preservation Institution Without Capturing the Mission

A Human Agency Preservation Infrastructure Thesis Paper

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Core thesis: A company dedicated to preserving agency must be structured so that revenue strengthens the mission rather than capturing it.

Abstract

Human Agency Preservation Infrastructure (HAPI) begins as a theory of agency, but it cannot remain only a theory. If HAPI is to restore agency where it has been lost, it must become an institution capable of research, education, audits, software, public trust, and material restoration. This paper argues that HAPI should be built as a mission-protected company and foundation model: open public doctrine, protected brand, commercial implementation, independent standards, and humanitarian restoration funding. The central organizational problem is that agency-preservation work can itself become agency capture if one entity controls the gate as domination, sells dependence, hides its standards, or turns restoration into branding theater. The proposed model separates the moral layer from the commercial layer. HAPI Foundation protects the public mission, publishes principles, supports research, receives donations and grants, and funds agency-restoration programs. HAPI Governance or HAPI Labs sells audits, software, certification, training, implementation, and enterprise support. The company can thrive, and the founder can be paid ethically, because the revenue comes from building and verifying agency-preserving infrastructure rather than extracting from the people whose agency is being restored. The paper defines the founding structure, revenue model, governance safeguards, intellectual-property posture, certification logic, public trust requirements, and phased roadmap for turning HAPI from a research framework into a durable institution.

Keywords: human agency, AI governance, agency preservation, nonprofit foundation, mission company, public standard, certification, agency audit, restorative governance, ethical business model.

1. Introduction

HAPI is not only a set of ideas. If taken seriously, it becomes a responsibility. The framework claims that many modern systems strip agency by preserving human presence while removing meaningful participation. That claim applies to AI, workplaces, healthcare, religious institutions, public systems, families, and bureaucracies. A framework this broad cannot be reduced to a single software product. It needs a structure that can publish theory, build tools, audit systems, accept donations, serve institutions, protect public trust, and remain accountable to its own mission.

The problem is that mission-driven organizations often fail in one of two directions. Some remain morally pure but operationally weak. They publish ideas, but never build durable systems. Others become operationally strong but missionally captured. They scale revenue, but slowly convert the mission into marketing.

HAPI must avoid both failures. It should be strong enough to survive as a company and honest enough not to become the kind of false gate it was created to identify.

A true agency-preservation institution must preserve agency not only in its clients, but in its own structure.

2. The Organizational Problem

The central organizational question is simple: how can a company make money from preserving agency without capturing agency? This question matters because HAPI deals with power. It audits authority, names false participation, evaluates governance theater, measures agency loss, and recommends restoration. If HAPI becomes opaque, coercive, monopolistic, or dependent on performative certification, it will reproduce the same failure modes it criticizes.

The danger is not profit itself. Profit can fund durability, talent, product development, legal defense, public education, and long-term institutional strength. The danger is profit that depends on permanent dependency, hidden rules, or artificial scarcity around public-interest principles.

The correct distinction is between owning an implementation and owning the moral boundary. HAPI can build paid tools, reports, dashboards, training programs, certification systems, and enterprise support. It should not try to own the basic principle that human agency should be preserved.

The principles should be open. The brand should be protected. The implementation can be commercial. The mission should not be captured.

3. Core Thesis

The core thesis of this paper is that HAPI should be structured as a dual mission model: a public-facing foundation that protects the doctrine and a revenue-generating company that builds the infrastructure. The foundation makes the mission credible. The company makes the mission durable. The standard makes the mission adoptable. The certification makes the mission legible. The software makes the mission scalable.

This structure allows HAPI to operate across multiple layers without confusing them:

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- The public doctrine layer defines agency preservation, agency loss, agency capture, false gates, true gates, and restorative governance.
- The research layer develops theory, public papers, case studies, measurement frameworks, and open educational material.
- The commercial layer sells audits, software, implementation, certification support, training, and governance infrastructure.
- The humanitarian layer funds agency-restoration programs for workers, patients, families, students, citizens, and communities harmed by high-pressure systems.
- The policy layer translates agency-preservation doctrine into model laws, procurement standards, labor impact assessments, and institutional guardrails.

4. Why a Foundation Alone Is Not Enough

A foundation can protect mission, receive grants, publish research, and fund public-good work. But a foundation alone may struggle to build enterprise-grade infrastructure. Governance tools require engineering, security, customer support, legal review, sales, design, deployment, and constant maintenance. These are not side tasks. They require a serious operating company.

If HAPI remains only a nonprofit idea, it risks becoming a library of good language with no enforcement path. It may inspire people, but fail to change systems. For agency preservation to become real, HAPI must be able to enter institutions, diagnose systems, implement controls, train teams, produce evidence, and maintain tooling.

A foundation protects the why. A company builds the how.

5. Why a Company Alone Is Not Enough

A company can move fast, hire talent, ship products, and earn revenue. But a company alone can drift. Its incentives can slowly replace the mission. If the only accountability mechanism is revenue, HAPI could be pulled toward pleasing buyers rather than preserving agency. The highest-paying customer may not be the person whose agency is most at risk.

This is especially important because agency-preservation audits may produce uncomfortable findings. A company might discover that a client is creating rubber-stamp approval, dependency capture, institutional overwhelm, labor displacement, or governance theater. If revenue alone governs the relationship, the company may be tempted to soften the truth.

A foundation gives the work a public anchor. It can publish the doctrine, maintain ethical commitments, fund independent research, and protect the broader mission even when commercial incentives become noisy.

6. Proposed HAPI Structure

The proposed model has four institutional layers.

Layer	Function	Revenue / Support
HAPI Foundation	Public mission, research, education, open doctrine, donations, grants,	Donations, grants, sponsorships, public-interest partnerships.

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	humanitarian restoration programs.	
HAPI Governance / HAPI Labs	Audits, software, implementation, certification support, enterprise governance, training, reports.	Service contracts, software subscriptions, certification fees, implementation retainers.
HAPI Standard	Open agency-preservation framework that institutions can adopt without needing permission to understand the doctrine.	Public standard supported by foundation and commercial ecosystem.
HAPI Certification Mark	Protected trust layer verifying that specific deployments, audits, or programs meet HAPI-defined criteria.	Certification and audit fees, with safeguards against pay-to-play capture.

This model lets HAPI remain principled without remaining weak. It creates a public-interest doctrine while allowing a real company to earn money by doing hard implementation work.

7. The Founder and CEO Compensation Question

A founder should be able to thrive while building HAPI. The ethical issue is not whether the founder earns money. The ethical issue is where the money comes from and what incentives it creates. The founder should not extract personal wealth from donations intended for displaced workers or vulnerable communities. The founder can be paid through the business arm for creating products, leading the company, selling services, managing teams, developing intellectual property, and carrying institutional risk.

The clean compensation model is straightforward:

- The founder/CEO is paid a salary by the commercial entity once revenue supports it.
- The founder may own equity in the commercial entity.
- The foundation has separate accounting, governance, and spending rules.
- Donations and grants are restricted to mission programs, research, education, and public-good work unless explicitly designated for operations.
- Any related-party transactions between foundation and company are disclosed and governed by conflict-of-interest rules.

This protects the founder from false guilt and protects the mission from corruption. A strong founder can be paid well when the value comes from building durable infrastructure, not from exploiting the suffering HAPI is meant to address.

The CEO should thrive by building the infrastructure that restores agency, not by capturing the people whose agency has been lost.

8. Commercial Revenue Streams

HAPI can generate revenue through practical services and products that institutions already need or will increasingly need as AI and automation spread. The strongest commercial revenue streams are listed below.

1. HAPI Agency Audits: paid assessments of whether an organization preserves, captures, or strips human agency.
2. Agentic Labor Impact Assessments: reports measuring how AI agents affect roles, human authority, oversight, displacement, and restoration obligations.
3. HAPI Agency Preservation Plans: implementation roadmaps for retraining, oversight, workflow redesign, review structures, refusal paths, and institutional repair.
4. Enterprise Governance Software: dashboards, receipts, review packets, authority maps, runtime controls, continuity findings, and audit evidence.
5. Certification Support: preparation, evidence collection, gap remediation, and periodic review for HAPI certification.
6. Training and Workshops: agency literacy, AI governance, human oversight quality, refusal rights, authority mapping, and governance theater detection.
7. Public-Sector Contracts: agency-preservation audits and restoration programs for cities, counties, hospitals, schools, workforce boards, and public agencies.
8. Research Partnerships: funded case studies, policy pilots, workforce transition models, and measurement projects.

This creates a business that does not depend on hype. It sells clarity, trust, governance, repair, and proof.

9. Foundation Programs

The foundation arm should focus on the work that is too public-interest-oriented, long-term, or humanitarian to be governed only by commercial demand. Its programs could include:

- Open HAPI research papers and public education materials.
- Agency literacy curricula for schools, workers, patients, families, and communities.
- Worker transition support funded by donations, grants, or agentic labor displacement contributions.
- Healthcare navigation support for patients experiencing agency loss inside complex systems.
- Community agency restoration pilots.
- Public-interest AI tools that help people understand, contest, refuse, document, and participate.
- Scholarships and fellowships for agency-preservation research.
- Independent review of HAPI standards and certification integrity.

The foundation is where the humanitarian movement becomes visible. It shows that HAPI is not merely selling governance to enterprises. It is restoring agency where agency has been lost.

10. The Open Standard and Protected Brand Model

HAPI should not attempt to monopolize the basic moral idea of agency preservation. That would contradict the theory. Instead, HAPI should publish open principles while protecting the specific brand, certification marks, official labels, software, templates, and quality controls that make the institution trustworthy.

Should Remain Open	Should Be Protected
Agency preservation as a public principle.	The HAPI name, logo, marks, and official certification labels.
Definitions of agency loss, agency capture, agency theater, true gates, and false gates.	Specific commercial software, dashboards, implementation methods, and proprietary templates.
Basic public audit questions and education materials.	Official scoring systems, verified reports, audit seals, and paid enterprise deliverables.
The idea that governance should restore agency rather than capture it.	Brand integrity, quality assurance, anti-fraud controls, and certification enforcement.

This model lets the world use the language while preventing the HAPI name from being diluted, misused, or attached to low-quality work.

11. Certification Without Pay-to-Play Capture

Certification is powerful but dangerous. It can create trust, but it can also become theater. If anyone can buy the label without meaningful evidence, the certification becomes a false gate. Therefore HAPI certification should be evidence-based, periodically reviewed, and separate from sales pressure.

A good certification model should require:

- Clear public criteria.
- Evidence of real human authority, not merely human presence.
- Receipts or audit artifacts showing how consequential actions are governed.
- Worker, user, or affected-person participation where appropriate.
- Refusal, contestability, revision, and appeal paths.
- Measurement of agency outcomes over time.
- Independent review or rotating external auditors as the program matures.
- Revocation rules when organizations drift into agency theater.

The certification should not ask, "Did the client pay?" It should ask, "Can the client demonstrate that human agency remains live where consequence occurs?"

12. Governance Safeguards for HAPI Itself

Because HAPI exists to identify false gates, it must build safeguards against becoming one. These safeguards are not decorative. They are structural.

9. Mission lock: the governing documents should state that HAPI exists to preserve and restore human agency.
10. Conflict-of-interest policy: foundation decisions should not be quietly redirected toward company profit.
11. Transparency: public standards, criteria, and major funding categories should be visible.
12. Independent review: as HAPI grows, external advisors should review certification integrity and foundation spending.
13. No hidden dependency model: HAPI tools should develop client capacity rather than making clients helpless without HAPI.

14. No permanent over-gating: systems should become lighter as agency, maturity, and trust increase.
15. Right to contest: clients, workers, users, and affected people should have channels to challenge HAPI findings where appropriate.
16. Public doctrine continuity: HAPI should not rewrite core principles only to satisfy a powerful client.

A true gate restores agency. A false gate captures agency. HAPI must be designed so its own gate remains true.

13. The CEO Role

The HAPI CEO is not merely a software founder. The CEO is stewarding a category that sits between technology, governance, labor, healthcare, religion, institutional design, and public trust. The role requires vision, restraint, and operational strength.

The CEO responsibilities include:

- Protect the mission from dilution.
- Translate theory into products institutions can use.
- Build revenue without converting agency restoration into exploitation.
- Publish enough doctrine that the framework can be criticized and improved.
- Develop software and audits that produce evidence, not theater.
- Hire people who understand both governance and human restoration.
- Keep the foundation and company financially and legally clean.
- Build partnerships with institutions that can restore agency at scale.

The CEO should be both builder and steward. Too much builder without steward becomes capture. Too much steward without builder becomes abstraction. HAPI needs both.

14. Roadmap From Founder Project to Institution

The path from solo founder project to durable institution can be staged.

Phase	Primary Goal	Practical Output
Phase 1: Theory Base	Define the doctrine clearly enough to teach, test, and criticize.	Papers, glossary, public manifesto, core definitions.
Phase 2: Audit Product	Turn the theory into something organizations can buy.	Agency Audit, Agentic Labor Impact Assessment, Agency Preservation Plan.
Phase 3: Software Spine	Make audits repeatable and evidence-based.	Dashboards, authority maps, receipts, review packets, reporting tools.
Phase 4: Foundation Launch	Create public trust and donation capacity.	Foundation page, donation flow, public education, pilot programs.
Phase 5: Certification	Create a credible trust layer.	HAPI criteria, audit seal, periodic review, anti-theater safeguards.
Phase 6: Policy and Public Adoption	Translate proven models into standards and law.	Model bills, procurement language, public-sector pilots.

The sequence matters. HAPI should not begin by asking the world to trust a certification mark. It should begin by publishing clear doctrine, building real audits, producing useful reports, and showing that the framework can diagnose and repair agency loss.

15. Failure Modes

The business and foundation model has its own risks. These should be named early.

Failure Mode	Description	Guardrail
Mission theater	HAPI uses agency language while optimizing mainly for image or revenue.	Public doctrine, external review, transparent standards.
Certification capture	Clients buy labels without real agency preservation.	Evidence-based certification, revocation, independent checks.
Founder overload	The founder becomes the bottleneck for theory, sales, product, and governance.	Hire operators, document doctrine, build repeatable processes.
Foundation-company confusion	Donations, grants, and commercial revenue become blurred.	Separate accounting, legal review, conflict policies.
Over-gating	HAPI adds too much friction and reduces agency instead of restoring it.	Maturity adaptation and burden measurement.
Dependency capture	Clients cannot act without HAPI instead of becoming more capable.	Capacity-building implementation and exit pathways.

16. Practical First Offer

The first commercial offer should be simple and concrete: the HAPI Agency Preservation Audit. It should not require a huge platform on day one. It can begin as a structured paid assessment with a written report.

The audit should answer:

- Where is human agency currently preserved?
- Where is human presence being mistaken for participation?
- Where are workers, users, patients, or citizens becoming rubber stamps?
- Where are AI agents or institutional workflows absorbing human authority?
- Where is refusal, revision, contestability, memory, or accountability missing?
- What would restore agency in the system?
- What governance controls, training, or support should be implemented first?

This gives HAPI a revenue path without waiting for policy adoption. The company can sell audits before it sells software, sell implementation before it sells certification, and sell software once the repeated audit patterns are clear.

17. Relationship to the Agentic Labor Displacement Contribution

The Agentic Labor Displacement Contribution paper proposes an economic model: when AI agents absorb human labor capacity, some productivity gain should fund agency restoration. The present paper explains the institution that could help make such a model real. HAPI would not simply

receive money. It would define what restoration means, audit where agency is lost, recommend how funds should be used, and build systems that preserve agency before, during, and after automation.

This creates a coherent chain:

- Theory defines agency.
- Audit identifies agency loss.
- Business builds tools and reports.
- Foundation funds restoration.
- Certification verifies practice.
- Policy scales the model.

18. Conclusion

HAPI can become a humanitarian movement, a research foundation, a governance company, an audit standard, a software platform, and a policy framework. But it can only become all of those things safely if the organization is built to preserve agency internally as well as externally.

The central design principle is separation without fragmentation. The foundation protects the mission. The company builds the infrastructure. The standard keeps the doctrine public. The certification protects trust. The CEO earns money through value creation, not mission extraction. Donations restore agency where commercial markets fail. Software scales the work where manual consulting is not enough.

HAPI should not try to own the civilizational function of agency preservation as domination. It should steward that function as responsibility. A true gate cannot be owned as a weapon. It can be built, maintained, audited, improved, and protected as public-interest infrastructure.

HAPI does not exist to capture the gate. HAPI exists to help institutions build true gates that restore human agency.

Appendix A: Key Propositions

17. HAPI requires both moral clarity and institutional durability.
18. A foundation alone may protect the mission but fail to build infrastructure.
19. A company alone may build infrastructure but drift into mission capture.
20. The strongest model is open doctrine, protected brand, commercial implementation, and public-interest restoration.
21. The founder can be paid ethically through the business arm when revenue comes from building agency-preserving infrastructure.
22. Certification must be evidence-based or it becomes governance theater.
23. HAPI must protect against becoming the false gate it was created to detect.
24. Agency preservation should become a public standard, not a proprietary moral monopoly.
25. The company should develop client capacity, not permanent dependency.
26. The purpose of HAPI as an institution is to restore agency where systems have removed it.

Appendix B: Glossary

Term	Definition
Agency-preservation institution	An organization structured to protect and restore human agency through research, audits, tools, education, and implementation.
Mission capture	A failure mode where a mission-driven organization slowly converts its purpose into branding, revenue protection, or institutional self-preservation.
Open doctrine	Public principles and definitions that can be taught, used, criticized, and improved without requiring permission from the originating organization.
Protected brand	Names, marks, certification labels, and official designations protected so public trust is not diluted or abused.
Commercial implementation	Paid products and services that operationalize public principles through software, audits, reports, training, and deployment support.
Certification capture	A failure mode where certification becomes pay-to-play rather than evidence-based verification.
Agency audit	A structured assessment of whether a system preserves, strips, captures, or restores meaningful human agency.
True gate	A boundary that governs passage according to rightful authority and restores agency rather than capturing it.
False gate	A boundary that blocks or permits without rightful authority, often creating dependency, theater, or illegitimate control.