

STATE OF NEW HAMPSHIRE
Department of State
Elections Division
HAVA Office

RESPONSE TO SOS
RFI SOS 2017 - 002

COPY

CyberScout, LLC
Eric Hodge, Director Consulting
Contact Phone: (480) 510-3078
Email: ehodge@cyberscout.com
Address: 7580 N Dobson Road, Suite 201 Scottsdale, AZ 85256
Fax: 480-355-8501

Revised per request September 21, 2017

Signature Page and Addenda

Date: ~~July 26, 2017~~ **Revised by Request September 21, 2017**

Response No.: ~~First Response~~ **Version 2**

Response Date Due: July 31, 2017

Response Time Due: 2:30 pm

PLEASE DIRECT ANY QUESTIONS REGARDING THIS RFI TO: Eric Hodge

TEL. NO.: (480) 510-3078

E-MAIL: ehodge@cyberscout.com

RESPONSE INVITATION FOR: Request for Information To Evaluators of Electronic Election Systems Pursuant to RSA 652:27 For Electronic Poll Books Testing and Recommendations

OFFER: The undersigned hereby offers to make available to New Hampshire cities and towns and/or the State of New Hampshire the services indicated in the following page(s) of this RFI at the indicative price(s) quoted, in accordance with conditions of this RFI. All responses are expected to remain valid for a period of 90 days from the RFI Due Date.

Organization/Company Name: CyberScout, LLC

Address: 7580 N Dobson Road, Suite 201 Scottsdale, AZ 85256

Tel.: (local) 480-355-8500

(Toll Free) 888-682-5911

Fax: 480-355-8501

Authorized Signature:

Eric Hodge

(SIGNATURE)

ERIC HODGE

(TYPE OR PRINT NAME)

This document must be signed by a person who is authorized to legally obligate the proposing evaluator of electronic election systems (Evaluation Vendor). The signature also certifies that there have been no alterations or substitutions of any of the RFI documents.

Table of Contents

Cover Page	1
Signature Page and any Addenda, if issued	2
Table of Contents	3
Glossary of Terms and Abbreviations	4
Section I: Executive Summary	5-6
Section II: Evaluation Vendor Profile	7
Section III: Sub-Contracted Evaluation Vendor Profiles	8
Section IV: Experience	9
Section V: Personnel Resumes	10-13
Section VI: Detailed Response/Response Template	14-34
Section VII: Cost Response	35-38
Section VIII: New Hampshire Certificate of Authority	39

Glossary of Terms and Abbreviations

NHSOS – New Hampshire Secretary of State

ePollBooks – Electronic Poll Books Solutions

Section I: Executive Summary

The CyberScout/Nordic Innovations Lab team is happy to present an approach to selecting the best ePollBooks vendor for the State of New Hampshire. We propose to fill the role of evaluation vendor over the course of the next calendar year.

Our team is unique in that we bring one of the world's foremost experts on elections technology and voting process security, Harri Hursti. We include experienced leadership, technical testing expertise and an outstanding, experienced testing process analyst. With a team of five, we will be able to deliver the right testing approach, the right analysis of the results, and ultimately the right decision for which solution will be best for New Hampshire, given their strategic needs.

We have first-hand experience in all areas of testing NHSOS has listed in the Appendix and we look forward to helping you with this project.

Our plan includes 13 weeks of work, although that time may not be continuous. We expect breaks in the timeline as NHSOS helps arrange tests in the cities and towns, as well as at the state facilities.

Our plan includes this timing:

- Week 1 – Strategic review
Development of Project Plan
- Week 2 – Gathering of proposals
- Week 3 – Construction of use cases
- Week 4 – Company and solution review
Planning for testing at the localities
- Week 5 – Test Case completion
- Week 6 – Development of matrix and test scripts
- Week 7 – Development of Test Attributes and Scoring Criteria
- Weeks 8 and 9 – Testing at localities (Phase 1, 2, and 3)
- Week 10 – Preparation and testing at the state level
- Week 11 – Compilation of results and quality review of testing
- Week 12 – Facilitated session to present results to NHSOS
- Week 13 – Preparation of deliverable
- Week 13 – Final presentation to NHSOS with formal recommendation

New Hampshire Electronic Poll Books
RFI for Selection of Evaluation Vendor



As desired by the NHSOS, we will plan to bill at hourly rates, as shown here:

IT SERVICES – Position	Number of Personnel	Number of Hours	Rate	Totals
Project Director	1	222	\$250	\$55,500
ePollooks SolutionsManager	1	380	300	\$114,000
Analyst	1	180	220	\$39,600
Testers	2	160	180	\$43,200
Totals	5	1022		\$252,300

As shown, we expect the total fees to come to \$252,300

Section II: Evaluation Vendor Profile

Since 2003, CyberScout has been leading the charge against hackers, thieves and even simple human error. Our services are provided through more than 660 client partners that include 16 of the top 20 U.S. property and casualty insurance carriers, six of the top seven Canadian insurers, major credit unions, banks and numerous Fortune 500 companies and state governments.

CyberScout employees 135 domestically and internationally.

We provide unrivaled solutions that deliver valuable prevention, proactive protection services and swift and appropriate incident remediation for more to than 770,000 businesses.

Our longstanding reputation, industry expertise and scalable approach offer businesses and their customers a trusted ally for:

- Advisory services to State Boards of Election
- Cyber Security and Data Privacy Consulting
- Breach Education, Preparation, Response and Remediation

Our Cyber Security and Data Privacy Consulting services are tailored by industry and we apply best practices specific to your unique business operations. We work step-by-step to deliver highly efficient, executable plans that can be implemented upon delivery via a dedicated consultant that will partner with you throughout the process.

CyberScout Consulting will help your organization:

- Comply with domestic security, breach notification and global privacy regulations
- Prevent security incidents by strengthening your security program
- Respond to data breach swiftly and appropriately to minimize damage

CyberScout will commit three personnel to this engagement, and they will be available throughout the length of the project.

CyberScout has not had any litigation, previous or currently outstanding, relating to the Evaluation Vendor and any proposed sub-contractors' performance on information technology projects.

Section III: Sub-Contracted Evaluation Vendor Profile

Nordic Innovation Labs is a practice of engineers and advisors who handle security evaluation for clients' network systems and most vulnerable infrastructures. Nordic performs risk assessments to uncover code vulnerabilities in systems design, as well as document, track, and prioritize next step risk mitigation.

After performing assessments, Nordic actively collaborates with clients to provide innovative solutions to address shortcomings and achieve their goals through custom remediation services. Nordic's platform is uniquely positioned to handle global scale assessments and incident response work for the most at-risk industry sectors including state governments.

Nordic includes a team of world renowned voting system experts. Their team has conducted security tests for various electoral systems around the world. They have participated in studies of the some of the most widely publicized hacks on U.S. voting systems, resulting in an acclaimed HBO documentary. Their research papers on voting systems are still considered the gold standard in the world of voting security.

Nordic Innovation Labs will subcontract to CyberScout for this evaluation. The two firms have a relationship that goes back to past state elections work and they have worked closely together on a number of projects.

Nordic will commit four personnel to this engagement, and they will be available throughout the length of the project.

Section IV: Experience.

CyberScout/Nordic Innovation Labs includes a team of world renowned voting system experts. Nordic's team has conducted security tests for various electoral systems around the world. They have participated in studies of some of the most widely publicized hacks on U.S. voting systems, resulting in an acclaimed HBO documentary. Their research papers on voting systems are still considered the gold standard in the world of voting security.

Previous Test Engagements - Overview:

Our consultant team includes a primary author of The Everest Report ("EVEREST: Evaluation and Validation of Election-Related Equipment, Standards and Testing"), which is the seminal work in testing and evaluation of election infrastructure and its vulnerabilities. This work was the deliverable in a project for the Secretary of State of Ohio.

Harri Hursti conducted testing on voting machines and other elections technology, discovered vulnerabilities that showed for the first time that certain machines were not secure and defined the mitigating controls that could be used to reduce the risks presented by the shortcomings.

He also conducted a study of the security of Estonia's voting infrastructure on behalf of the University of Michigan, indicating a number of areas where Estonia could benefit from changes to its technology and processes.

References

Jennifer Brunner
Former Ohio Secretary of State
180 East Broad Street, 16th Floor
Columbus, Ohio 43215
<https://www.sos.state.oh.us/secretary-husted-office/contact-our-office/contact-us-agency/>
(614) 466-2655
February – October, 2007

Travis Finkenauer
Professor
University of Michigan College of Engineering
Ann Arbor, MI
(734) 647-7000
tmfink@umich.edu
March-November, 2016

Section V: Personnel Resumes

Resumes, which include name, experience, education and training are included below.

CyberScout/Nordic Innovations Lab team Resumes

Harri Hursti Founding Partner at Nordic Innovation Labs

Mr. Harri Hursti is a world-renowned data security expert, internet visionary and serial entrepreneur. He began his career as the prodigy behind the first commercial, public email and online forum system in Scandinavia. He founded his first company at the age of 13 and went on to cofound EUnet-Finland in his mid- 20's. Today, Harri continues to innovate and find solutions to the world's most vexing problems. He is among the world's leading authority in the areas of election voting security and critical infrastructure and network system security.

Election Voting Security

Mr. Hursti is considered one of the world's foremost experts on the topic of electronic voting security, having served in all aspects of the industry sector. He is considered an authority on uncovering critical problems in electronic voting systems worldwide. In the last 10 years, Mr. Hursti has pursued this important area out of a sense of duty to his fellow citizens of the world, here are several of his critical findings and projects.

As a consultant, he has conducted and co-authored many studies, both academic and commercial, on various election systems' data security and vulnerability. These studies have come at the request of officials, legislators and policy makers in 5 countries; including the U.S. government, at both the state and federal level.

Some of his most widely regarded research and studies include:

The EVEREST study for the Secretary of State Ohio is still considered the gold-standard among his peers. The paper can be read [here](#).

His work with Princeton University in a public-interest lawsuit brought by a Professor at Rutgers Law School called the New Jersey Voting-machine Lawsuit and the AVC Advantage DRE Voting Machine study of AVC.

His most recent study with the University of Michigan completed in 2014, on the Estonia Electronic Voting System made world-wide headlines.

As an ethical hacker, Mr. Hursti is famously known for his successful attempt to demonstrate how the Diebold Election Systems' voting machines could be hacked, ultimately altering final voting results. Mr. Hursti was hired by the nonprofit elections watchdog group Black Box Voting, where he performed two voting machine hacking tests, which became widely known as the Hursti Hacks. The first Hursti Hack was set up in Leon County, Florida with the authorization of Supervisor of Elections and these tests examined a Diebold Election Systems Accu-Vote OS 1.94w (optical scan) voting machine. The second Hursti test was conducted for Black Box Voting in collaboration with the County Clerk of Emery County, Utah, on a Diebold TSx touch-screen.

In response to these successful hacks, California's Secretary of State commissioned a special report by scientists at UC Berkeley to investigate the results and confirm the validity of the testing methodology used in the Hursti Hack. The UC Berkeley scientists wrote a Special Report on the Diebold Accuvote Voting Machine in which page 2 of their report states: "Harri Hursti's attack does work: Mr. Hursti's attack on the AV-OS is definitely real. He was indeed able to change the election results by doing nothing more than modifying the contents of a memory card. He needed no passwords, no cryptographic keys, and no access to any other part of the voting system, including the GEMS election management server."

These tests were filmed and turned into an acclaimed HBO documentary called Hacking Democracy which was nominated for an Emmy award for outstanding investigative journalism.

Network Security and Critical Infrastructure

In the area of critical infrastructure, Mr. Hursti most recently completed an assignment organized by the U.S. Department of Homeland Security in February 2014, where he assumed the role of COO of an imaginary \$53B critical infrastructure company in a cybersecurity attack simulation.

Mr. Hursti was co-founder of ROMmon, a network monitoring appliance vendor, where he developed an ultra-high bandwidth, real-time network traffic analyzer – the first of its kind. He served as ROMmon's Chairman of the Board. ROMmon was acquired by F-Secure Corporation, a NASDAQ traded company.

In his early career, after creating EUnet Finland, Mr. Hursti continued to help build-out EUnet in Scandinavia which became the leading European Internet service provider (ISP) in the 1990's. He served as the CEO and Chairman of the Board of EUnet Finland and EUnet Norway. The combined EUnet companies were ultimately acquired by Qwest Communications, a New York Stock Exchange traded company. At Qwest, Mr. Hursti continued to hold several senior positions, including President of the KPN/Qwest DSL business unit and Chief Access Officer of KPNQwest.

Mr. Hursti is the author of 4 U.S. patent applications for encryption and security and several additional international patents.

For his research and work on data security and data privacy Mr. Hursti received the EFFI Winston Smith Award in 2008 and the EFF Pioneer Award in 2009.

Eric Hodge Director of Consulting, CyberScout

Mr. Eric Hodge, an experienced executive has grown four successful consulting practices from startup, leading or directing hundreds of projects in the public and private sectors. He has designed and built IT Security infrastructures and directed implementations of large-scale applications, as well as entire infrastructures for a variety of complex organizations. Mr. Hodge developed relationships with CIOs and CFOs at dozens of providers, guiding them in making good business decisions about their strategic direction.

Mr. Hodge scoped and led an engagement to assess security and privacy of the elections systems and the voter registration processes for a Midwestern state. He was a seven-year Air Force Officer with operational deployments to the Middle East and Africa.

Margaret MacAlpine
Founding Partner at Nordic Innovation Labs

Ms. Margaret MacAlpine is an election auditing specialist and system testing technologist. She has worked on a variety of projects that include electronic testing of voting registration systems, election security and election fraud for a variety of countries, states and counties. Ms. MacAlpine is a highly-specialized technologist in testing and performing risk limiting and transitive audits on election results. She has consulted on multiple projects in Florida, Connecticut, and most recently in Colorado.

Ms. MacAlpine has served as an advisor for the office of the Secretary of State of California for the Risk Limiting Audit Pilot Program 2011-2012, and is widely regarded as an expert on the use of high-speed scanners for conducting post-election audits. Ms. MacAlpine was also a contributing researcher on the "Security Analysis of the Estonian Internet Voting System" in partnership with the University of Michigan.

Ms. MacAlpine graduated cum laude with a Bachelor of Arts from Trinity College in Hartford, Connecticut.

STAFFING CHART (APPENDIX 1C)

For the Evaluation Vendor's proposed positions, chart the details of the required experience and skills, as well as related experience of the proposed individuals.

<u>EVALUATION VENDOR ROLE</u>	<u>RESPONSIBILITIES</u>	<u>SKILLS</u>	<u>RELATED EXPERIENCE</u>
Eric Hodge	Organization and management of the work program, reporting, and client communications.	Developing project plans and managing them to completion.	18 years of leading consulting practices, including overseeing public sector voting security assessment work and hundreds of large engagements.
Harri Hursti	Subject Matter Expert and advisor. Lead tester. Manager of testing	Identifying weaknesses and mitigating controls in elections technology.	One of the world's leading experts on voting machine vulnerabilities and elections infrastructure.

			Intimately familiar with ePollBooks architecture and implementation.
Maggie McAlpine	Subject Matter Expert and coordinator. Tester.	Process and audit specialist. Project planning and execution.	Participated in ePollBooks analyses in several states over the past two years. Has led audit technology reviews in several states, including recent presidential election recount efforts.

STAFFING REFERENCE CHART (APPENDIX 1D)

For the Evaluation Vendor's proposed individuals, chart the details of the responsibilities and qualifications of the individuals in relation to this project.

	<u><INDIVIDUAL></u>	<u><INDIVIDUAL></u>	<u><INDIVIDUAL></u>
	Eric Hodge	Harri Hursti	Margaret McAlpine
ROLE	Director	ePollBooks Solutions Manager	Analyst
RESPONSIBILITIES	Leading project, maintaining quality and timeliness, communication with NHSOS	Developing and leading test plans and execution, interpreting results	Coordination of deliverables and presentation of data
QUALIFICATIONS	18 years of leading consulting practices, including public sector work, elections technology work, and state government assessment work.	25 years of security and elections technology engineering.	5 years of elections project management and execution

Section VI: Detailed Response/Response Template

Overview:

The NHSOS office requires thorough testing of proposed ePollBooks solution so that it can select the best vendor for its needs. CyberScout/Nordic Innovation Labs will establish a structured and rigorous testing plan to evaluate how each vendor meets each requirement of the NHSOS.

At the end of the evaluation, CyberScout/Nordic Innovation Labs will summarize the findings and present its recommendation to the NHSOS, along with recommendations for implementation of the selected system.

Project Approach and Technical Response

CyberScout/Nordic Innovation Labs will follow a disciplined approach to planning, executing, coordinating, managing, and communicating the progress of this project.

- Planning, drafting and refining test assertions and test cases
CyberScout/Nordic Innovation Labs will begin the engagement with a brief strategic review of the goals and constraints that the NHSOS envisions for the ePollBooks selection and deployment. This will help the CyberScout/Nordic team frame its evaluation and its advice to the cities over the course of the coming year.

The team will then work with the NHSOS to gather all the qualified ePollBooks proposals. The CyberScout/Nordic team is familiar with most ePollBooks vendors, but if there are vendors that the team is unfamiliar with, they will review the architecture of that solution and the background of the company. This list and a brief description of the architectures and methodologies each solution uses will become a baseline of solutions to be used throughout the duration of the selection project.

Next, the team will develop several use cases. Each use case will test one of more of the test objectives (as identified in section 3.6.3 of the RFP – “EPB Requirements”). Some requirements may be tested by several use cases, depending on whether they are applicable in that particular situation.

The team will develop test cases for each test objective listed. This will include at least:

- 11 Procedural EPB Requirements (PROCR)
- 8 Reliability Requirements (RR)
- 6 User Interface EPB Requirements (UIR)
- 3 Hardware Interface Requirements (HIR)
- 27 Functional EPB Requirements (FR)

- 6 Performance Requirements (PR)
- 5 Availability/Scalability (AS)
- 23 Safety and Security (SS)
- 8 Auditability Requirements (AR)
- 1 Usability Requirements
- 17 Documentation Requirements

The CyberScout/Nordic Innovations Labs team's familiarity with voting infrastructure and ePollBooks solutions will allow us to build test cases efficiently and without prejudice for any one architecture. From the test cases, we will build test scripts. Then we will develop a matrix of those test scripts and potential ePollBook solutions.

Once we have assembled this matrix of test scripts and solutions, we will generically define the attributes for the tests and develop a system of scoring. Many attributes will be scored according to a pass/fail criterion – these are defined as test assertions. Others will include a range of scores from 1-3 or from 1-5, depending on how well they satisfy the attributes.

Each potential ePollBooks solution will be subjected to the same tests in the same sequence, and we will score them according to the same criteria. At the end of the testing, we will add the scores of all the tests, and we will assign a score to each solution.

Before testing, the CyberScout/Nordic Innovation Labs team will present the testing matrix to the NHSOS for comment, review, and amendment, if necessary.

- Planning and execution of test procedures to indicated scale in cooperation with New Hampshire cities and towns and NHSOS staff.

The CyberScout/Nordic Innovation Labs team will meet with the NHSOS to present a proposed testing approach for the localities that will be tested first. We will propose visiting three localities for testing. One should be the largest locality with the most election day registrants (Durham, as indicated in the table in Section 3.1.1). The others will be selected in collaboration with the NHSOS to include one small locality and one of average size.

Once these cities and towns are selected, the NHSOS will introduce the team to a Point of Contact at the city or town. We will conduct an initial meeting to establish the objectives and expectations of the testing and to select a date for the testing.

We will ask the locality to set up a representative number of voting machines and associated infrastructure on a given day, following the same procedures they would follow on an election day. The locality will provide testers to act as voters, volunteers,

employees, vendors, or other relevant roles for the testing. The test lead (Harri Hursti) will initiate each test, while the testing team, consisting of him and two other testers will record the results and the scores for each test.

We expect to conduct approximately 115 tests for each of the proposed solutions, some of which may be combined into procedures that will complete a number of the tests together. We expect this process to take a full day at each location.

We will collect the results and summarize the scoring for each locality. We will validate the results by reviewing the output with managers from the localities, and by comparing notes of our testers. We will informally present testing results to interested parties from the localities.

After gathering the testing results at the localities, we will return to Concord to test the state election infrastructure. We will develop new test scripts and procedures that will reflect the processes that occur at the state level. We expect that some of these tests will include walkthroughs or hypothetical situations, since it will be impractical to establish a statewide scenario where each locality is delivering results to the state on an election night, and a smaller subset of election day procedures will be relevant to the ePollBooks processes at the state.

At the conclusion of this testing, the team will include the results of the state level testing with the locality testing and develop an aggregate score for each solution. Where a solution has failed a test assertion or has scored at the lowest level in the range of scores for the test attribute, the solution will be identified as having a major shortcoming. The number of major shortcomings will be noted and included in consideration, along with the aggregated scores.

- Project management.

The CyberScout/Nordic Innovations Labs team will include a Director (Eric Hodge) and a Manager (Harri Hursti). The Director will be responsible for finalizing the overall project plan, establishing expectations for both the team and the NHSOS, and keeping the project on time. The Manager will lead the development of the test plan, as well as the execution of the plan at the localities and at the state level. The SMEs will be responsible for their areas of expertise and for executing specific testing and scoring components.

The project will develop a detailed project plan with milestones and expected dates prior to the development of the formal testing plans. The Director will ensure that activities are consistent with the plan and that the timeline is maintained. He will also be responsible for communication with the NHSOS. The Manager will ensure complete execution of the testing and scoring, and he will manage the testers during the proceedings at the localities and at the state.

Each week, the Director and the Manager will report to the NHSOS on progress, milestone timelines, upcoming activities, and risks that exist in the project. Together they will suggest changes that may need to occur to the NHSOS.

- Recommendations based on execution of test cases

The Manager will collect the scoring for all of the solutions and all of the tests in all of the locations. He will compile a score for each category of test and will review the results with the rest of the CyberScout/Nordic Innovations Labs team. The solutions will be ranked according to base score along with a note for each solution as to whether it had any "major shortcomings," as defined above. These major shortcomings will be considered qualitatively, along with the quantitative results.

Before presenting the formal results and recommendation, the team will meet with NHSOS leadership to review the test results in general and review the scoring again. During a facilitated session with the NHSOS, the CyberScout/Nordic Innovation Labs team will develop a recommendation.

- Report writing

After the recommendations meeting with leadership, the CyberScout/Nordic Innovations Lab team will develop a report that summarizes the testing and ties the results to the recommendation that was discussed.

The report will include:

- A description of the methods that were used and a review of the testing methodology.
- A description of the testing results tool and aggregation tool that was used (a proprietary reporting tool unique to this team).
- A description of the management techniques that were used in executing the testing and reporting the results.
- The following matrix, completed for all the solutions:

5 Cross-Reference Table

This section gives a table of all indicative requirements in this document along with their page numbers. Vendors are encouraged to state whether they can comply or suggest alternate means of accomplishing the implied goal. To enable comments in the fields below, this RFI has been provided in both MS word and PDF format.

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
AR-1: At least (8) eight EPBs in an EPBS; (12) if adding new voters.	31	Yes	Evaluation will include 12 EPBS, if possible.
AR-2: No single point of failure.	31	Yes	
AUR-1: Audit log.	35	Yes	Evaluation may include paper or electronic logs.
AUR-2: Log voter registration record queries and updates.	35	Yes	
AUR-3: Log user actions.	35	Yes	We will test those actions that are logged and identify those that are not in a comparison of systems.
AUR-4: Log system deviations.	36	Yes	
AUR-5: Printable audit log.	36	Yes	This evaluation may include a sampling of paper output.
AUR-6: Exportable audit log.	36	Yes	From the EPBS and the servers.
AUR-7: No audit log encryption.	36	Yes	

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
AUR-8: Audit log format compliance.	36	Yes	
DOCR-1: Set up, use, and shutdown instructions.	37	Yes	
DOCR-2: Functionality specification.	37	Yes	These will be evaluated by surveying documentation from each vendor.
DOCR-3: Training materials.	37	Yes	These will be evaluated by surveying documentation from each vendor.
DOCR-4: Data recovery procedures.	38	Yes	
DOCR-5.1: System architecture.	38	Yes	This test will evaluate the accuracy and thoroughness or the architecture documentation.
DOCR-5.2: End user documentation.	38	Yes	
DOCR-5.3: System level documentation.	38	Yes	
DOCR-5.4: Developer documentation.	38	Yes	
DOCR-6: Consumables documentation.	38	Yes	
DOCR-7: Quality assurance procedures, test data, and reports.	39	Yes	The completeness of the requirements for each vendor will be evaluated as well as the execution of the testing.

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
DOCR-8: Repair and maintenance policies.	39	Yes	
DOCR-9: Audit log specification.	39	Yes	
DOCR-10: Usability tests.	39	Yes	
DOCR-11: List of all <i>EPBS</i> programs.	39	Yes	
DOCR-12: List of system configuration data.	40	Yes	
DOCR-13: User interfaces.	40	Yes	This test will evaluate the design and implementation of the design.
DOCR-14: Non-functional (potential) requirements documentation.	40	Yes	
DOCR-15: List of files containing voter information.	40	Yes	
DOCR-16: File format specification.	40	Yes	This will need to be compared to the vendor specifications
FR-1: Adding a new <i>EPB</i> to the <i>EPBS</i> .	21	Yes	
FR-2: Removing an <i>EPB</i> from the <i>EPBS</i> .	21	Yes	

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
FR-3: Identifying an <i>EPB</i> .	22	Yes	The standard will be unique identification of the device.
FR-4: Restricted access to voter information.	22	Yes	
FR-5: Constrained data storage.	22	Yes	
FR-6: <i>Voter list</i> storage.	22	Yes	
FR-7: Voter information lookup.	22	Yes	
FR-8: Voter information updates.	23	Yes	
FR-9: Generating and printing reports.	23	Yes	These tests may include ancillary infrastructure.
FR-10: The <i>electronic poll book</i> must maintain a printable format of the <i>voter list</i>	24	Yes	These tests may include ancillary infrastructure.

<p>FR-10: The <i>electronic poll book</i> must maintain a printable format of the <i>voter list (voter registration record and plus voter activity record)</i> {(potential) requirement Type: mandatory}</p> <p>Description: It must be possible to continue with an election should the electronic poll book <i>system become inoperable</i>. To that end, the electronic poll book <i>must maintain a printable checklist format of the voter list on removable storage, reflecting voter activity record to that moment.</i></p> <p>Ref: New Hampshire RSA 654:25, RSA 659:13, RSA 659:14, RSA 659:102.</p> <p>FR-11: Deliberately Left Blank.</p>	24	Yes	
<p>FR-12: User accounts</p>	24	Yes	To include EPBS and Servers

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
<p>FR-12: User accounts. {(potential) requirement Type: <i>mandatory</i>}</p> <p>Description: The electronic poll book system must permit an administrator to manage user accounts within its configuration. This includes adding and disabling user accounts, and setting user roles for existing accounts.</p> <p>Ref: None</p> <p>FR-13: RSA Chapter 654 and 659 requirements. {(potential) requirement Type: <i>mandatory</i>} See Ballot Clerk Procedures for State Primary and General Election</p>	24	Yes	
<p>FR-14: System event confirmation.</p>	24	Yes	May include ancillary infrastructure (like printers or log servers)
<p>FR-15: Diagnostics mode.</p>	25	Yes	The documented design of the diagnostics capabilities are to be evaluated.
<p>FR-16: Program execution.</p>	25	Yes	

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
FR-17: Printing <i>voter list</i> .	25	Yes	
FR-18: Retaining voter information.	26	Yes	

FR-19: Compatibility with SVRS.	26	Yes	This may be tested once centrally, instead of at each locality.
FR-20: As a part of the <i>local voter database</i> import, the <i>electronic poll book system</i> must require the user to confirm that they are importing the intended <i>local voter database</i>	26	Yes	
FR-21: One voter/ one vote within <i>EPBS</i> . {(potential) requirement Type: mandatory }	26	Yes	
FR-22: <i>Local voter database</i> import.	27	Yes	Only from New Hampshire Voter Registration System.

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
FR-23: <i>Local voter database</i> export.	27	Yes	Only to New Hampshire Voter Registration System.
FR-24: <i>Supplemental local voter database.</i>	27	Yes	
FR 25: Deliberately left blank.	27	Yes	Bounds
FR-26: The <i>electronic poll book</i> must not change <i>invariant data</i>	27	Yes	Will require additional guidance as to which data in New Hampshire cannot be changed

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
FR-20: As a part of the <i>local voter</i> database import, the electronic poll book system must require the user to confirm that they are importing the intended <i>local voter database</i> .	19	Yes	
HIR-1: USB port.	20	Yes	
HIR-2: Card reader.	21	Yes	
PR-1: <i>Electronic poll book</i> capacity during peak usage.	28	Partial	Load testing tools will need to be agreed upon with New Hampshire.
PR-2: Voter throughput per <i>EPB</i> .	28	Yes	
PR-3: <i>Voter list</i> export.	28	Yes	
PR-4: <i>Voter list</i> import.	28	Yes	
PR-5: <i>Electronic poll book</i> system setup.	29	Yes	

PR-6: <i>Electronic poll book boot up and configuration.</i>	29	Yes	
PROCR-1: Vendor to provide two <i>electronic poll book systems</i> .	17	Yes	
PROCR-2: Vendor to provide list of customers.	18	Yes	Documentation review only.
PROCR-3: Vendor to provide list of known anomalies.	18	Yes	Documentation review only.
PROCR-4: Compiling, importing, and exporting <i>local voter database</i> .	18	Yes	
PROCR-5: Vendor to provide a pre-use fitness test for the <i>electronic poll book system</i> .	18	Yes	
PROCR – 6: Vendor to suggest trial format that enables check of EPB accuracy against marked paper checklist.	17	Yes	
PROCR – 7: Vendor to suggest trial format that enables check of EPBS in the event of failure of electronic components.	17	Yes	
RR-1.1: Voter check-in during interruption of connectivity.	29	Yes	

RR-1.2: Upon restoration of connectivity.	29	Yes	
RR-1.3: Identify double voting.	29	Yes	
RR-1.4: Indicate interruption of connectivity.	30	Yes	
RR-2: Loss of power.	30	Yes	
RR-3: Data recovery.	30	Yes	Three use cases will be in effect.
RR-4: Simultaneous data storage.	30	Yes	
RR-5: <i>Local voter database</i> replicas.	30	Yes	
RR-6: <i>Local voter database</i> replica consistency.	30	Yes	
RR-7: Operational consistency.	31	Yes	
RR-8: Environmental robustness.	31	Yes	
SR-1: <i>EPBS</i> must prevent injury or damage.	31	Yes	
SR-2: Isolation from other electronic election systems.	32	Yes	

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
SR-3: Restricted access and communications.	32	Yes	Testing will ensure that generic logins and defaults are not used. This will include a review of documentation for documentation about default passwords.
SR-4: Eavesdropping attack prevention.	32	Yes	
SR-5: Man-in-the-middle attack prevention.	32	Yes	Will require separate testing platform.
SR-6: Replay attack prevention.	32	Yes	
SR-7: Imports restricted to HIR-1 (USB port).	32	Yes	
SR-8: HIR-1 (USB port) restrictions.	33	Yes	
SR-9: File format verification.	33	Yes	Evaluation will be compared to New Hampshire Voter Registration System file format requirements.
SR-10: File authenticity verification.	33	Yes	
SR-11: Signed exports.	33	Yes	

SR-12: Use by account holders only.	33	Yes	
SR-13: User roles.	34	Yes	As compared to vendor documentation.
SR-14: Access to UI-1 (authorized EPBS user interface).	34	Yes	
SR-15: Access to UI-2 (configuration interface).	34	Yes	Likely will not be applicable to all systems.
SR-16: Access to UI-3 (diagnostic interface).	34	Yes	
SR-17: Access to UI-4 (administrative interface).	34	Yes	
SR-18: Access to UI-5 (local voter database).	34	Yes	
SR-19: File integrity verification	35	Yes	
SR-20: Tamper evident cases.	35	Yes	
UIR-1: Ballot clerk and Supervisor of the checklist interface.	19	Yes	
UIR-2: Configuration interface.	19	Yes	

Title and Identifier	Page Number	Compliance: Yes/No	Comments on Potential Requirement
UIR-3: Diagnostic interface.	20	Yes	
UIR-4: Administrative interface.	20	Yes	
UIR-5: Local voter database interface.	20	Yes	
UR-1: Ease of use.	37	Yes	Scoring will be relative and subjective.

RFI - Supplemental Potential Requirements 20-Mar-17			
Title and Identifier	Page Number	Compliance Yes/No	Comments on Potential Requirement
NH-1: Add new voters resulting from Election Day Registration to EPBS	9, 10, 11	Yes	

New Hampshire Electronic Poll Books
RFI for Selection of Evaluation Vendor



<p>NH-2: Extend simultaneous electronic poll books processes for voter intake over a distance of X feet. X =</p> <p>70 feet</p> <p>100 feet</p> <p>150 feet</p>	9, 10, 11	Yes	
		Yes	
		Yes	
<p>NH-3: Extend electronic poll books processes in include voter registration. Add to the above distances:</p> <p>30 feet</p> <p>70 feet</p> <p>100 feet</p>	9, 10, 11	Yes	
		Yes	
		Yes	

TIMING:

Proposed timing for the tasks and deliverables described above include:

- Week 1 – Strategic review
Development of Project Plan
- Week 2 – Gathering of proposals
- Week 3 – Construction of use cases
- Week 4 – Company and solution review
Planning for testing at the localities
- Week 5 – Test Case completion
- Week 6 – Development of matrix and test scripts
- Week 7 – Development of Test Attributes and Scoring Criteria
- Weeks 8 and 9 – Testing at localities (Phase 1, 2, and 3)
- Week 10 – Preparation and testing at the state level
- Week 11 – Compilation of results and quality review of testing
- Week 12 – Facilitated session to present results to NHSOS
- Week 13 – Preparation of deliverable
- Week 13 – Final presentation to NHSOS with formal recommendation

- NOTE: We expect there may be a gap between weeks 7 and 8, depending on the availability of the localities.

DELIVERABLES:

EVALUATION VENDOR RESPONSE TEMPLATE DELIVERABLES APPROACH AND SERVICES CHART
(APPENDIX 1E) The deliverables described in the project approach above will:

Deliverable Description	Able to Meet	TIMING	Described Above As
1. Final Project Work Plan including milestones, agreement on test cases and strategy, evaluation testing, recommendation	Yes	Week 1	Development of Project Plan
2. Status Meetings: a. Project Kick-off meeting and minutes. b. During test engagement, bi-weekly meetings and minutes, including bi-weekly updates to the Project Work Plan.	Yes	Week 1 and every other Friday	
3. Report of the analysis of business requirements.	Yes	Week 1	Strategic Review
4. Analysis of existing test cases that have been completed by EPB Vendors at test facilities.	Yes	Week 5	Test Case Completion
5. Test Assertions, Test Cases and Test Scenarios Finalized for anticipated phases and agreed to by Secretary of State, reflecting mechanisms to test EPB Vendor's compliance with all EPB Requirements set forth in Appendices and Exhibits, including Configuration, Performance, Availability, Reliability, Safety and Security, Auditability, Documentation and Usability. May be done by phases. (See below.)	Yes	Weeks 6 and 7	Development of Test Cases, Test Attributes, and Test Scripts
6. System Test Plan and test scenarios	Yes	Weeks 6 and 7	Development of Test Cases, Test Attributes, and Test Scripts
7. Report of the testing results and a log of problems and resolutions at midpoint and at the end.	Yes	Weeks 11 and 12	Compilation of results and facilitated session

Section VII: Indicative Cost Proposal

Indicative costs must be detailed on the forms in the Appendix Section of this Request for Information document.

CyberScout/Nordic has provided the following information for:

- IT Services Activities/Deliverables/Milestones (Appendix 1A)
- IT Services Position and Rate Resource Table. (Appendix 1B-1)
- IT Services Position and Hours Resource Tables- (Appendix 1B-2)
- Proposed State Staff Resource Hours Table. (Appendix 1B-2)

IT SERVICES ACTIVITIES/DELIVERABLES/MILESTONES (APPENDIX 1A) Deliverables – Indicative Pricing

IT SERVICES – ACTIVITIES / DELIVERABLES / MILESTONES	DATE	PERCENT / PAYMENT
PHASE ONE		
1.1 Application received	Week 1	7% / \$17,660
1.2 Analyze matrix of completed test cases on same hardware and software; complete test cases and scenarios, approved by NHSOS	Week 2	8% / \$20,180
1.3 Voter intake: Configuration, performance, reliability, auditability, documentation	Week 4	14% / \$35,320
1.4 Voter intake: Availability (Scalability), safety and security	Week 4	2% / \$5,040
1.5 Voter intake: Completion	Week 5	8% / \$20,190
1.6 Voter intake: Total	Week 5	0% / \$0

PHASE TWO		
2.1 New Voter Registration: Configuration, performance, reliability, auditability, documentation	Week 6	3% / \$10,100
2.2 New Voter Registration: Availability(scalability), Safety, and Security	Week 7	7% / \$15,140
2.3 New Voter Registration: Completion	Week 8	7% / \$17,660
2.4 New Voter Registration: Total	Week 8	2% / \$5,050
PHASE THREE		
3.1 Return to Undeclared: Configuration, performance, reliability, auditability and documentation	Week 9	6% / \$15,140
3.2 Return to undeclared: availability (scalability), safety and security	Week 10	6% / \$15,130
3.3 Return-to undeclared: Completion.	Week 11	6% / \$15,140
3.4 Return-to-undeclared: Total	Week 11	2% / \$5,040
Completed Report and presentation	Week 13	22% / \$55,510

IT SERVICES POSITION AND RATE TABLES (APPENDIX 1B-1)

**IT Services- Indicative Hourly Rates
(Initial Engagement (2017 - 2022))**

IT SERVICES - Position Title*	Number of Personnel	Number of Hours	Rate	Totals
Project Director	1	222	\$250	\$55,500
ePollbooks SolutionsManager	1	380	\$300	\$114,000
Analyst	1	180	\$220	\$39,600
Testers	2	160	\$180	\$43,200
*Other Positions				
Totals	5	1022		\$252,300

**IT Services- Hourly Rates
(Future Engagements)**

IT SERVICES- Position Title	SFY Rate2017	SFY Rate2018	SFY Rate2019	SFY Rate2020
Director	\$250	\$250	\$260	\$270
ePollBooks Solutions Manager	\$300	\$300	\$310	\$320
Analyst	\$220	\$220	\$230	\$240
Testers	\$180	\$180	\$190	\$190

SFY = State Fiscal Year

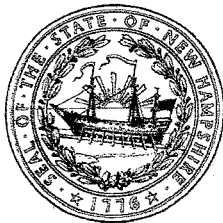
IT SERVICES POSITION AND RESOURCE HOURS TABLES (Appendix 1B-2)

Proposed Evaluation Vendor Staff Resource Hours Table

Project Roles	Pre-Testing	Testing	Analysis and Reporting	Totals
Director / Eric Hodge	94	64	64	222
ePollBooks Solutions Manager / Harri Hursti	160	140	80	380
Analyst / Margaret MacAlpine	40	80	60	180
Testers	0	120	0	120
Other	0	120	0	120
Totals	294	524	204	1022

Proposed State and Local Staff Resource Hours Table

Project Roles	PreTesting	Testing	Analysis and Reporting
Project Mgr.	36	12	16
Project Coordinator	40	22	16
Senior Consultant	12	2	16
Totals	88	36	48



State of New Hampshire

Department of State



Accepted Date: 07/27/2017
Business Name: CYBERSCOUT, LLC
Principal Office Address: 7580 N Dobson Road, Suite 201, Scottsdale, AZ, 85256, USA

RE: Acceptance of Business Formation

This letter is to confirm the acceptance of the following business formation:

Business ID: 775718
Tracking #: 3633586
Effective Date: 07/27/2017
Payment Transaction #: 20179980040082001

To maintain your business registration in good standing you must maintain a Registered Agent at all times.

You must also file an annual report no later than April 1st of each year. To file your annual report please go to <http://www.sos.nh.gov/corporate/annualreport/>.

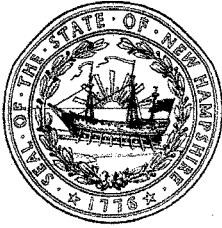
It is incumbent upon you to keep this office informed of address or email changes to ensure that all communications from our office reaches you.

Please visit our website for helpful information regarding all your business needs. If you require assistance or should you have any questions, you may contact the Corporation Division using the information provided below.

Please reference your Business ID in your communication.

Thank you,

New Hampshire Department of State
Corporation Division



State of New Hampshire

Department of State

Filed
Date Filed : 07/27/2017 01:39:00 PM
Effective Date : 07/27/2017 01:39:00 PM
Filing # : 3633586 Pages : 2
Business ID : 775718
William M. Gardner
Secretary of State
State of New Hampshire

Form FLLC-1
RSA 304-C:175

APPLICATION FOR REGISTRATION AS A FOREIGN LIMITED LIABILITY COMPANY

PURSUANT TO THE PROVISIONS of the New Hampshire Limited Liability Company laws, the undersigned hereby applies for registration to transact business in New Hampshire and for that purpose submits the following statement:

FIRST: The name of the limited liability company is:

CYBERScout, LLC

SECOND: The name which it proposes to register and do business in New Hampshire is:

CYBERScout, LLC

Principal Business Information:

Principal Office Address:

7580 N Dobson Road, Suite 201	Scottsdale	AZ	85256
(no. & street)	(city/town)	(state)	(zip code)

Principal Mailing Address(if different):

7580 N Dobson Road, Suite 201	Scottsdale	AZ	85256
(no. & street)	(city/town)	(state)	(zip code)

Business Phone: **480-355-8500**

Business Email: **ap@cyberscout.com**

☐ Please check if you would prefer to receive the Annual Report Reminder Notice by email.

THIRD: It is formed under the laws of **Delaware**.

FOURTH: The date of its formation is **08/20/2003**.

FIFTH: Describe the nature of the business or purposes to be conducted or promoted in New Hampshire (and if known, list the NAICS Code and Sub Code):

56-Administrative and Support and Waste Management and Remediation Services - 499-All Other Business Support Services

SIXTH: The name of its registered agent **in New Hampshire** is:

Lawyers Incorporating Service

The complete address of its registered office **IN NEW HAMPSHIRE** (agent's business address) is:

10 Ferry Street S313	Concord	NH	03301
(no. & street)	(city/town)	(state)	(zip code)

Mailing Address - Corporation Division, NH Department of State, 107 North Main Street, Room 204, Concord, NH 03301-4989

Physical Location - State House Annex, 3rd Floor, Room 317, 25 Capitol Street, Concord, NH

Phone: (603)271-3246 | **Fax:** (603)271-3247 | **Email:** corporate@sos.nh.gov | **Website:** sos.nh.gov

Title: **President**

Signature: **Matt Cullina**

Name of Signer: **Matt Cullina**

Date signed: **07/27/2017**

Effective Date: **07/27/2017 01:39:00 PM**

Complete address of person signing: **77 Eddy Street, 4th Floor, Providence, RI, 02903, USA**

Note: The sale or offer for sale of membership interests of the limited liability company will comply with the requirements of the New Hampshire Uniform Securities Act (RSA 421-B). The membership interests of the limited liability company: 1) have been registered or when offered will be registered under RSA 421-B; 2) are exempted or when offered will be exempted under RSA 421-B; 3) are or will be offered in a transaction exempted from registration under RSA 421-B; 4) are not securities under RSA 421-B; OR 5) are federal covered securities under RSA 421-B. The statement above shall not by itself constitute a registration or a notice of exemption from registration of securities within the meaning of sections 448 and 461(i)(3) of the United States Internal Revenue Code and the regulation promulgated thereunder.

*Shall be executed on behalf of the foreign limited liability company by a person with authority to do so under the laws of the state or other jurisdiction of its formation, or, if the foreign limited liability company is in the hands of a receiver, executor, or other court appointed fiduciary, trustee, or other fiduciary, it must be signed by that fiduciary.

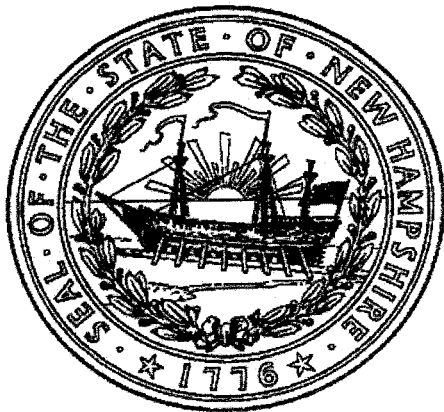
DISCLAIMER: All documents filed with the Corporation Division become public records and will be available for public inspection in either tangible or electronic form.

State of New Hampshire
Department of State

CERTIFICATE OF EXISTENCE
OF
CYBERSCOUT, LLC

This is to certify that **CYBERSCOUT, LLC** is registered in this office as a **Delaware Limited Liability Company** to transact business in New Hampshire on 7/27/2017 1:39:00 PM.

Business ID: 775718



IN TESTIMONY WHEREOF,
I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 27th day of July A.D. 2017

A handwritten signature in black ink, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State

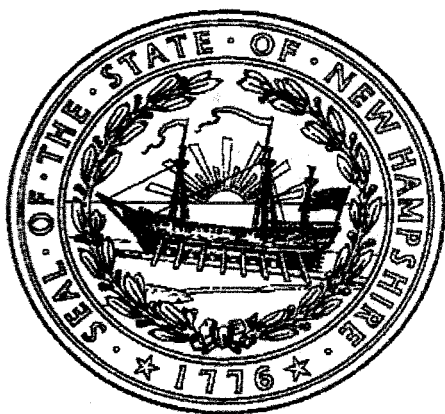
State of New Hampshire

Department of State

CERTIFICATE

I, William M. Gardner, Secretary of State of the State of New Hampshire, do hereby certify that CYBERSCOUT, LLC is a Delaware Limited Liability Company registered to transact business in New Hampshire on July 27, 2017. I further certify that all fees and documents required by the Secretary of State's office have been received and is in good standing as far as this office is concerned; and the attached is a true copy of the list of documents on file in this office.

Business ID: 775718

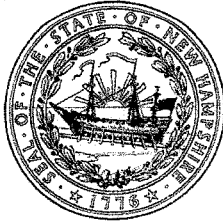


IN TESTIMONY WHEREOF,

I hereto set my hand and cause to be affixed
the Seal of the State of New Hampshire,
this 27th day of July A.D. 2017.

A handwritten signature in cursive script, appearing to read "William M. Gardner".

William M. Gardner
Secretary of State



State of New Hampshire

Department of State



Business Name : **CYBERSCOUT, LLC**

Business ID : **775718**

Filing History

Tracking#	Filing Date	Effective Date	Filing Type	Annual Report Year
0003633586	07/27/2017	07/27/2017	Business Formation	N/A

Trade Name Information

Business Name	Business ID	Business Status
No Trade Name(s) associated to this business.		

Name History

Name	Name Type
No Name Changes found for this business.	

Mailing Address - Corporation Division, NH Department of State, 107 North Main Street, Room 204, Concord, NH 03301-4989

Physical Location - State House Annex, 3rd Floor, Room 317, 25 Capitol Street, Concord, NH

Phone: (603)271-3246 | **Fax:** (603)271-3247 | **Email:** corporate@sos.nh.gov | **Website:** sos.nh.gov