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Above: Assistant Chief of Recovery Vanessa Urango talks about the science of hurricanes during the Hurricane Preparedness Workshop at the Edward Cross Training Center in September.

Top right: Director Jennifer Harper received the 2021 National InfraGard Public/Private Partnership Award.

Left: Assistant Director Grant Nichols at his Swearing In Ceremony.

Cover: photo courtesy Pixabay
New Hampshire Homeland Security and Emergency Management’s mission is to partner with the whole community to mitigate, prepare, respond, recover and prevent all-hazards for the State of New Hampshire.

As Director of HSEM, I oversee this function within the Department of Safety and have a direct line reporting authority to the Governor of New Hampshire. I serve as the state’s primary contact with the U.S. Department of Homeland Security as the Governor’s Homeland Security Advisor.

I am pleased to present the Division of Homeland Security and Emergency Management’s 2021 End of Year Report. The division had a busy year supporting state agencies, local municipalities, non-profits, schools, faith communities, families and businesses as they prepared for, responded to and recovered from disasters.

In 2021 our largest scale response operation in New Hampshire’s history continued as we worked to mitigate the global COVID-19 pandemic through numerous vaccination clinics.

As the year pressed on, our routine job activities started to return, although the pandemic is still a part of our regular work days.

On June 30, 2021, the State Emergency Operations Center returned to steady state as the State of Emergency expired in New Hampshire. It was the first time in State history that the SEOC had remained at full activation for more than a year.

A prominent threat facing New Hampshire each year is weather-related disasters, two of which received Presidential Disaster Declarations in 2021. HSEM promotes an all hazards approach to its training and planning in order to prepare for an ever-evolving threat environment. This can include natural disasters, human-caused incidents, cybersecurity and much more.

We look forward to returning to fostering and nurturing relationships with our local, state, federal, and private/non-profit partners to further the state’s mitigation, preparedness, response and recovery efforts.

Thank you for your continued support of HSEM.

Jennifer L. Harper
Director
Vision:
A prepared, ready and informed New Hampshire.

Mission:
To partner with every community to prevent, mitigate, prepare for, respond to, and recover from all hazards that impact New Hampshire.
Field Services serves 234 New Hampshire communities, in addition to federal, state, and county agencies and private partners. The seven Field Representatives under the Field Services Section work to provide technical assistance to prepare, mitigate, respond, and prevent natural and human made events and hazards. Field Representatives work to promote and assist in the success of the several programs HSEM has to offer. Through EMPG, HMA, Public Assistance, and the School Security Assessments, Field Representatives work to ensure the whole community utilizes the funding and planning resources HSEM can provide.

In addition to these programs, two Field Representatives focus on Radiological Emergency Preparedness for Seabrook Station. These Field Representatives coordinate, plan, and write emergency response plans for the schools, nursing homes, daycares, and camps within the 10-mile Emergency Planning Zone for Seabrook Station.

During an activation of the State Emergency Operations Center, Field Representatives function as Local Liaisons for communities. Field Representatives establish and maintain communications, provide situational awareness, and ensure resource requests are addressed properly. Similarly, in a Radiological event, Field Services leads the Local Liaison Unit at the Incident Field Office (IFO) in Portsmouth. Over the last year, Field Services has taken significant steps in preparedness by updating and upgrading the technology at the IFO, to include new dual monitors and docking stations at each desk.
The Emergency Management Performance Grant (EMPG) Program supports building and maintaining a comprehensive, all hazards emergency preparedness system. This includes assisting state and local governments and other eligible agencies to build and sustain the core capabilities outlined in the National Preparedness Goal (NPG). New Hampshire’s EMPG Program focuses on planning, organization/administration (project-driven), equipment, and maintenance/sustainment.

New Hampshire Homeland Security and Emergency Management applies to FEMA for EMPG Program funds on behalf of the State of New Hampshire and its local emergency management agencies, as the eligible entity. New Hampshire received supplemental funding starting in 2020 to be utilized for a heightened pandemic response.

Title VI of the Stafford Act authorizes FEMA to make grants for the purpose of providing a system of emergency preparedness for the protection of life and property from hazards in the United States. The Act puts responsibility for emergency preparedness jointly in the federal government, and the states and their political subdivisions. Through the EMPG Program, the federal government provides direction, coordination, guidance, and necessary assistance to New Hampshire, as authorized by the Act, so that a comprehensive emergency preparedness system exists for all hazards.

2021 EMPG Priorities:

- LEOP & COOP Plans and Updates, 13 projects.
- EOC Equipment and Enhancement projects, 13 projects.
- Electronic Message Boards, 5 projects.
- EOC and Shelter Generators, 10 projects.
- Improvement of the DES Flood Hazard program.

37 EMPG Awards
Total Dollar Value: $1,310,737

Above: A new shelter generator for SAU 46 at the Webster Elementary School obtained through EMPG funds.

Left: A new portable radio in Sunapee obtained through EMPG funds.

Below: A new Department of Natural and Cultural Resources Remote Automated Weather System (RAWS) unit in Warren obtained through EMPG Funds.
The Public Assistance (PA) Grant Program provides supplemental federal assistance to states and local communities to return an area impacted by disaster to its pre-disaster conditions and function. PA supports initiatives that protect against immediate threats to life, public safety, and property, the removal of debris as a result of a disaster, the restoration — through repair or replacement — of disaster-damaged structures and facilities as well as COVID programs since April 2020. Eligible applicants in NH include state agencies, local governments, and certain private non-profit (PNP) organizations. The program provides emergency assistance to save lives and protect property, and assists with permanently restoring community infrastructure affected by a federally declared incident.

Two new disasters were declared due to the extensive flooding that took place in July in Cheshire and Sullivan Counties. DR-4622 was declared on October 1, 2021, and covers Cheshire County for damages received during the July 17-19, 2021, flooding event. DR-4624 was declared on October 4, 2021, and subsequently amended on December 27, 2021, and covers Cheshire and Sullivan Counties for damages received during the flooding events that took place on July 29 and 30 and August 1 and 2, 2021. Applicants in these disasters have applied to enter the FEMA Public Assistance Program and are in the beginning stages of project development where they identify the damages that they received during the events.

The COVID disaster is ongoing and remains the largest FEMA disaster in the State’s history. At this time, FEMA is supporting 100% reimbursement of eligible work under the Public Assistance Program until April 1, 2022. At this time, FEMA has not announced an anticipated incident period end date for this disaster. There are 291 eligible applicants in New Hampshire and 199 projects have been obligated by FEMA as of January 13, 2022. This disaster has surpassed $122,000,000 in FEMA Public Assistance funding provided to state and local governments and eligible private non-profits to date, and many more projects are in the development process.
The Training & Exercise Unit conducts emergency management and first responder training for individuals in federal, state and local government or the private sector having responsibilities related to emergency management. Our training courses assist the public and private sector with increasing their ability to mitigate, plan for, respond to, and recover from natural and human-caused emergencies. All training is consistent with federal initiatives, and is designed to create a comprehensive and integrated system addressing all hazards at the local and state levels.

Since July of 2021, Training & Exercises has begun to reconvene in-person classes/exercises with COVID precautions in place. We have offered classes in active threat for law enforcement, houses of worship and other community partners. There has been training in incident command, public information, exercise development and train-the-trainers. We have collaborated with our training partners such as NH Fire Standards and Training and national training institutes to bring the best offering of classes to our State. Ongoing collaborations on community exercises will focus on our goal of All Hazards, All New Hampshire in an effort to prepare for anything that may impact the safety of New Hampshire residents.

T&E State Training Officer Richard Cloutier watches as Stratham medics “treat” Tayla Jacques, an HSEM staff member, during an active shooter drill in November.

A cadre of State Police are on the move during the Mobile Field Force Joint Exercise in July.

2021 Exercises 13 Trainings
The Community Outreach Office, COO, is responsible for public education and public information. In our public education capacity, members of the office provide presentations on the topics of emergency preparedness and the role of Homeland Security Emergency Management before, during, and after emergencies and disasters. Presentations can be tailored to the specific interest and time frame of each group, whether it be emergency managers, business organizations, service clubs or other organizations.

In its public information capacity, the office is responsible for managing public information efforts before, during, and after emergencies requiring a state-level and coordinated response. The COO also is available to assist local public information efforts through the support of the State’s Joint Information Center. The office also manages social media and public education campaigns.

The purpose of the Hazardous Materials Emergency Preparedness (HMEP) Grant Program is to increase state and local effectiveness in safely and efficiently handling hazardous materials accidents and incidents; enhance implementation of the Emergency Planning and Community Right-to-Know Act of 1986 (EP-CRA); and encourage a comprehensive approach to emergency planning and training by incorporating the unique challenges of responses to transportation situations. The HMEP Grant Program is intended to provide financial and technical assistance, as well as national direction and guidance to enhance state, territorial, tribal, and local hazardous materials emergency planning and training. The program distributes fees collected from shippers and carriers of hazardous materials to emergency responders for Hazardous Material (Hazmat) training and to Local Emergency Planning Committees (LEPCs) for Hazmat planning and training. As was the case last year, many of the conferences attended for situational awareness were canceled or held virtually in 2021 due to the pandemic. HMEP Grant objectives include:

- Developing and enhancing hazmat emergency response plans (ERPs).
- Determining flow patterns of hazardous materials.
- Conducting hazard analysis.
- Conducting emergency response drills and exercises of Hazmat ERPs.
- Assessing local response capabilities.

**HMEP Awards**

$33,670 Total Dollar Value
Disaster Declarations

DR-4622 was declared by President Joe Biden on October 1, 2021, due to severe storms and flooding events in Cheshire County. The incident period for this disaster is July 17 through 19, 2021. There are 16 applicants involved with this disaster. At this time, all projects are in various stages of development and approval.

- Initial damage assessments:
  IDA request sent on 7/19/2021 - IDAs received from 7/19/2021 to 8/20/2021.
- HSEM and FEMA join PDAs:
- Governor’s request for disaster declaration:
  September 10, 2021.
- Presidential Disaster Declared:
  October 1, 2021.

DR-4624 was declared by President Joe Biden on October 4, 2021, due to severe storms and flooding events in Cheshire and Sullivan counties. The incident period for this disaster was July 29 and 30, 2021, and August 1 and 2, 2021. There are 23 applicants involved with this disaster. At this time, all projects are in various stages of development and approval.

- Initial damage assessments:
  IDA request for July 29-30 sent on 8/2/2021 - IDAs received from 8/2/2021 to 9/2/2021.
  IDA request for Aug 1-2 sent on 8/11/2021 - IDAs received from 8/11/2021 to 8/20/2021.
- HSEM and FEMA join PDAs:
- Governor’s request for disaster declaration:
  September 20, 2021.
- Presidential Disaster Declared:
  October 4, 2021, for July 29 and 30; December 27 for August 1 and 2.

A storm caused major water damage to Crane Brook Road in Acworth (above) and Thayer-Brook Road in Alstead (left).
In conjunction with the State Emergency Operations Center (SEOC), the Joint Information Center remained open through June 30, actively responding to all COVID-related media inquiries, coordinating press conferences, and disseminating public information regarding the pandemic. The COVID JIC activation involved a considerable response from across state government, with 45-plus state employees representing 19 different state agencies participating, all with the shared goal to provide timely and accurate information to New Hampshire’s residents.

The Joint Information System (JIS) provides the mechanism to organize, integrate and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines. The Joint Information Center (JIC) is the central location that facilitates the operation of the JIS. It is a physical or an internet-based virtual location where personnel with public information responsibilities perform media and community relations during an incident or event. The JIC structure is designed to work equally well for large or small incidents and can expand or contract to meet the needs of the incident.

New Hampshire Homeland Security and Emergency Management operates the state’s JIC in coordination with the Department of Safety Commissioner’s office. The JIC includes resources, materials, and staffing to effectively open and operate a JIC whenever and wherever necessary.

**JIC Resources include:**

- 3 laptops with power supplies.
- 2 portable computer screens.
- 2 Mifi mobile hot spots.
- Mult Box.
- 2 Portable PA Systems.
- Mobile Podiums.
- Portable Backdrops.
- 1 mobile color printer.
- 2 projectors.
- Office supplies.
Radiological Instrumentation Maintenance and Calibration (RIMC)

The Department of Safety Homeland Security and Emergency Management Field Services Section supports the Radiological Instrumentation Maintenance and Calibration Facility (RIMC). This facility is where all state-owned radiological instruments are maintained and distributed to local first responders throughout the State of New Hampshire, with a focus on communities located in the Seabrook Emergency Planning Zone (EPZ). There are approximately 12,808 pieces of equipment and 26,852 doses of Potassium Iodide (KI) in the field, and the same amount is stored at the RIMC facility. The equipment and KI is rotated between the RICM shop and the EMDs to ensure the equipment is functioning and the KI is within expiration guidelines. The RIMC Facility is licensed through the Department of Health and Human Services (DHHS) for possession of radiological material used for the calibration of the radiological instruments that are serviced and maintained. Due to the activity of the radiological material, the RIMC Facility is a secured facility as required by the Nuclear Regulatory Commission (NRC).

Radiological Kits Processed and Exchanged

265 Radiological Kits Processed and Exchanged

Bethany Church, Greenland, NH

October 30, 2021
4 hour seminar | 30 attendees

Instructors: Robert Christensen (HSEM), Steven Cooper (HSEM), and Jason Climer (CISA)

Faith Communities


2021 Emergency Preparedness Seminars

Bethany Church, Greenland, NH
October 30, 2021
4 hour seminar | 30 attendees

Hope Fellowship Church, Jaffrey, NH
November 20, 2021
3 hour seminar | 25 attendees

Radiological Kit

RIMC Radiological Technician William Small explains how a pancake meter works during a tour of the facility.

Bethany Church, Greenland, NH.
The REP program coordinates the efforts of federal, state, and local governments with planning, implementing, and guiding exercises regarding radiological emergencies in New Hampshire while maintaining strong relationships with the NextEra Energy Seabrook Station nuclear power plant, the Portsmouth Naval Shipyard (PNSY), the Federal Emergency Management Agency (FEMA), and the Nuclear Regulatory Commission (NRC).

The REP team is preparing for the Graded Exercise, coming up on April 6, 2022. Part of that preparation was the CFE # 1 exercise, which took place on December 8, 2021. Multiple New Hampshire State agencies, representatives from the Massachusetts REP team, 20 local communities, National Guard members, and over 40 New Hampshire HSEM staff members worked together to complete the exercise. This exercise was a way to ensure that all involved are prepared for their roles and aware of changes, and it gave participants a chance to ask questions. FEMA was also present to provide constructive feedback on what we can all do to ensure we are successful during the Graded Exercise.

The State of New Hampshire has one nuclear power plant within its borders — NextEra Energy Seabrook Station in Seabrook. This plant generates 1,244 million watts of electricity per year, enough power to supply the annual needs of approximately 1.2 million families.

The Radiological Emergency Preparedness (REP) team assists community Emergency Management Directors (EMDs) in the preparation of local plans by providing templates that comply with standards identified in the REP Program Manual produced by FEMA, conducting training, and reviewing the completed documents. To aid in the funding of REP specific costs, the team members assemble assessment requests from stakeholders, and approve invoices for budgeted expenditures.

The REP team is working to enhance the materials available to our communities and agencies, including the Incident Annex, EPZ and State Implementing Procedures, and Job Aids.
School Safety and Preparedness Program

The HSEM School Safety and Preparedness Program provides free physical security assessments for kindergarten through grade 12 public (including charter) and nonpublic (non-boarding) schools in New Hampshire. The assessments and reassessments are conducted by subject matter experts. These experts look at the physical building(s) and grounds and make observations and recommendations based on three physical security capabilities: surveillance, access control, and emergency alerting. The program works with the schools and their communities to develop Emergency Operations Plans so they may be best prepared for dealing with potential emergency events.

2021 School Security Assessments

- 89 second security assessments & 40 third security assessments completed.
- 107 individuals attended an Emergency Operations Plan workshop held in August of 2021.
- 233 Emergency Operation Plans were reviewed in 2021 from the 2020-2021 school year.

NH ALERTS

NH Alerts is a mass emergency notification tool, powered by Code Red. The Department of Safety uses NH Alerts to provide residents and visitors with targeted public safety notices during emergencies through text messaging, email, smartphone app notifications, and telephone calling. Additionally, State of NH agencies utilize NH Alerts to send important notifications to state employees.

Emergency Management School Trainer Dean Jore performs “other duties as assigned” and directs traffic during one of the mass vaccination clinics at New Hampshire Motor Speedway in March.
2021 ReadyNH materials handed out:
- Ready bags: 414
- Activity books: 897
- Crayons: 1,405
- Stickers: 1,206
- Flashlights: 1,060
- Shopping kits: 916
- Emergency contact cards: 572
- Family plans: 762
- NH Alerts brochures: 433
- Sticky notes: 1,058
- Note pads: 1,035

Ready the Prepared Puppy is New Hampshire Homeland Security and Emergency Management’s mascot. He is always ready for an emergency because he always has his bright orange emergency kit on his back. Ready wants kids everywhere to know that they can help their families be ready for emergencies, too.

ReadyNH.gov is New Hampshire’s official planning and preparedness website. In order to increase the preparedness of individuals and households in the State of New Hampshire, the Division of Homeland Security and Emergency Management created the ReadyNH campaign.

The ReadyNH campaign reminds visitors and residents of NH to take action and be safe! Four steps you can take to be prepared include: Stay Informed - Have a Plan - Make a Kit - Get Involved.

Ready the Prepared Puppy poses for a photo with kids at Deerfield Parks and Recreation.

2021 See | Say materials handed out:
- Posters: 1,538
- Window Clings: 211
- Brochures: 176
- Lanyards: 392

If you See Something, Say Something® is a national campaign that raises public awareness of the indicators of terrorism and terrorism-related crime, as well as the importance of reporting suspicious activity to state and local law enforcement. Through a Homeland Security Grant, New Hampshire Homeland Security and Emergency Management provides See Something Say Something® resources and materials at no cost to New Hampshire schools, businesses, organizations, nonprofits, and state agencies. These resources and materials include: posters, social media toolkits, talking points, PSA videos, window clings, and brochures.

Whether you are on your way to work, walking in your neighborhood, or out in your community, remember: We all play a role in keeping our communities safe. Remember to stay vigilant and say something when you see signs of suspicious activity.

See Something, Say Something materials are available online at NH.gov/HSEM.

Learn what to do before, during, and after a disaster at ReadyNH.gov.
The State Emergency Operations Center (SEOC) serves as the central point of coordination for state-level emergency management and response activities. The SEOC is managed by HSEM as the lead agency for Emergency Support Function (ESF) 5. The Director of HSEM (or designee) determines the appropriate activation level for the SEOC. The SEOC may be activated to coordinate state-level response to an emergency or in response to a large-scale planned event where state resources must be mobilized to ensure health and safety. The SEOC coordinates with the Governor’s Office, FEMA Region 1, and local emergency operations centers. The SEOC is located at the Incident Planning and Operations Center (IPOC) in Concord, NH. HSEM’s Continuity of Operations Plan (COOP) identifies alternate locations for the SEOC should the primary location become inoperable.

**SEOC Activations**

<table>
<thead>
<tr>
<th>Date</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>1/1 - 6/30</td>
<td>COVID -19</td>
</tr>
<tr>
<td>1/7</td>
<td>Statehouse Inauguration</td>
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<tr>
<td>1/14</td>
<td>Statehouse Activities</td>
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<tr>
<td>2/26</td>
<td>Vaccine Super Site</td>
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<tr>
<td>7/10</td>
<td>New Hampshire Motor Speedway July NASCAR race</td>
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<tr>
<td>7/18</td>
<td>Weather / Flooding Event</td>
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<tr>
<td>7/30</td>
<td>Weather / Flooding Event</td>
</tr>
<tr>
<td>8/1</td>
<td>Weather / Flooding Event</td>
</tr>
<tr>
<td>8/19 - 8/27</td>
<td>Tropical Storm</td>
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<tr>
<td>9/11 - 9/12</td>
<td>Pease Air Show &amp; 9/11 Anniversary</td>
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<tr>
<td>10/1 - 10/3</td>
<td>Bow Power Plant</td>
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<tr>
<td>10/20</td>
<td>Keene Gas Incident</td>
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<tr>
<td>12/8</td>
<td>Seabrook Station Combined Functional Exercise</td>
</tr>
<tr>
<td>12/11</td>
<td>Booster Blitz</td>
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</tbody>
</table>

The SEOC has designated four emergency levels that increase in intensity, ranging from day-to-day activities associated with Steady State status to catastrophic emergency effects associated with a Full Activation. Emergency designation levels are critical to providing a consistent understanding for incident severity and associated response actions.
The Hazard Mitigation Assistance (HMA) program provides grants to state and local governments to implement long-term hazard mitigation measures following a major presidential disaster declaration. The purpose of HMGP is to reduce the loss of life and property due to disasters and enable mitigation to be completed immediately following a disaster event. The program’s objectives are:

• To prevent future loss of life and property due to disasters.
• To implement state or local hazard mitigation planning.
• To enable mitigation measures to be implemented during immediate recovery from a disaster.
• To provide funding for previously identified mitigation measures that benefit the disaster area.

The Hazard Mitigation Assistance (HMA) program provides grants to state and local governments to implement long-term hazard mitigation measures following a major presidential disaster declaration. The purpose of HMGP is to reduce the loss of life and property due to disasters and enable mitigation to be completed immediately following a disaster event. The program’s objectives are:

• To prevent future loss of life and property due to disasters.
• To implement state or local hazard mitigation planning.
• To enable mitigation measures to be implemented during immediate recovery from a disaster.
• To provide funding for previously identified mitigation measures that benefit the disaster area.
COVID-19 Response

From January 1 through June 30, the State Emergency Operations Center (SEOC) remained at full activation in response to the COVID-19 pandemic. Beginning in January, the major focus for the SEOC and its response partners became the distribution of vaccinations as they became available. Starting with ages 75+ and working down through the age groups, New Hampshire rolled out COVID vaccinations over a series of months, using a combination of mass vaccination clinics and state-fixed sites to meet the incredible demand for COVID vaccines. The SEOC continued to support communities and its residents as this new pandemic challenge was met by the state of New Hampshire. By June, with vaccinations widely enough available and the medical system more able to keep pace with the demands of the pandemic, the SEOC transitioned back to Steady State after an unprecedented 16 months at full activation.

Mass Vaccination Clinics

On March 6, the state of New Hampshire, in conjunction with the New Hampshire Motor Speedway (NHMS), launched its first three-day mass vaccination clinic in Loudon. Over 11,000 New Hampshire residents received the Johnson & Johnson vaccine over a three-day period. More than 1,300 people from 100 different State, local, private and volunteer organizations were involved in planning and staffing efforts. The massive undertaking involved some glitches early on Saturday, but members of the team quickly worked to improve processes and by Monday most people were in and out of the site in under 30 minutes.

On March 27, New Hampshire launched its second mass vaccination two-day event at the NHMS. With the help of hundreds of volunteers, over 9,000 people received the first dose of the two-shot series Pfizer vaccine during a mass vaccination clinic at New Hampshire Motor Speedway in March.
vaccine. The process ran so smoothly that at times the team was vaccinating up to 700 people per hour. 6,238 residents vaccinated at this event returned on April 24 to receive their second dose of the Pfizer vaccine in the final mass clinic held at NHMS.

On Friday, May 21, the state of New Hampshire, in partnership with the state of Vermont and the North Country Health Consortium, held a single-dose Johnson & Johnson vaccine clinic at the Lancaster Fairgrounds. People who received a vaccine during this clinic received one free ticket to the Lancaster Fair, which was held September 2-6, 2021. 145 New Hampshire and Vermont residents were vaccinated during the one-day event.

Assistant Operations Chief Meg Hoskins helps with logistics during a mass vaccination clinic at New Hampshire Motor Speedway in March.

BY the NUMBERS
(as of 12/31/21)

Fully Vaccinated 771,970
One Dose 877,234
PCR & Antigen Tests 3,877,090
Deaths 2,022

New Hampshire HSEM thanks all of our partners, in particular the Capital Area Public Health Network, Concord Hospital, the New Hampshire Motor Speedway, the North Country Health Consortium and the Lancaster Fire Association for making these events successful.

Booster Blitz

Fourteen sites throughout the state took part in a successful Booster Blitz event on Saturday, December 11.

About 10,000 New Hampshire residents made appointments to receive their booster as part of the blitz.

“Like thousands of other Granite Staters, today I got boosted at a community pop up site through our Booster Blitz initiative,” said Governor Chris Sununu. “I would like to thank all of our local, regional, and state partners who worked around the clock to ensure today was a success.”

A second Booster Blitz was scheduled for January 8, 2022. Additional vaccination information can be found at nh.gov/covid19.

As New Hampshire continues to respond to the ever-changing challenges of the COVID-19 pandemic, HSEM will remain steadfast in support of our partners and the goal of a prepared, ready and informed New Hampshire.