



Sunday (One day)

37. Are You Combat Ready?

Instructor: Tim Holman

NEW for 2026

Combat ready is an organizational culture that creates firefighters and EMS providers that are physically, mentally, emotionally ready, and skilled to engage any incident they are called upon to mitigate.

Conventional training occurs during drills and scheduled training. Conventional training primarily focuses on skill development. Combat Ready training zeros in on developing Muscle Memory, Critical Thinking, performing under pressure and stress. It prepares the individual to work through the emotional aspects of an incident. To shunt the stress away from the incident temporarily and encompasses the physical and emotional impact on performance.

Combat Ready training is a daily endeavor to raise the standard of performance for all individuals in the department. Once the standard is reached, the bar is raised. Continuous improvement is the goal.

Five Elements of Combat ready:

- Skill Development is exceptional
- Muscle Memory allows high performance in extreme conditions.
- Stress Shunt
- Physical Aspect
- Emotional Aspect

About the instructor:

Tim is a 49-year veteran of Fire & EMS. He currently serves as chief of the German Township Fire & EMS in West Central Ohio. He has conducted training programs on leadership, fire and EMS management and safety issues in 42 states.

Tim graduated with honors from Ottawa University in Kansas. He has an extensive background in health care management, the fire service and organizational development. He is a member of the International Association of Fire Chiefs (EMS Section And VCOS Section), the Ohio Fire Chiefs and the National Association of EMTs.

Fire Chief magazine named him Fire Chief of the Year in 2002. He is a past commissioner of the Center for Public Safety Excellence. He also serves as an advisory board member for Clark State Community College. Tim has over 500 hours of training in active shooter hot zone response. He has written numerous articles, and he has published two books on leadership and one on team building. He co-authored The Chief Fire Officer Desk Reference (Jones & Bartlett) and The Leadership Guide For Volunteers (Jones & Bartlett). Tim has a new book coming out in January.